

# **WEIF YOUNG ENTREPRENEURS ROUNDTABLE**



## **DATO' NAZIR RAZAK**

**Malaysia**

**Chief Executive/Managing Director of CIMB Group**

Dato' Nazir Razak aged 39, is presently the Group Chief Executive/Managing Director of CIMB Group. CIMB is Malaysia's second largest financial services group and listed as Bumiputra-Commerce Holdings Berhad, which has a market capitalisation of over USD5.4 billion. Nazir graduated from University of Bristol with a BSc (Hons) and obtained an MPhil from the University of Cambridge.

He joined CIMB's corporate advisory department in 1989 and managed various fund raising, privatisations, listings and corporate restructuring exercises. In 1993 he transferred to CIMB's wholly-owned subsidiary CIMB Securities where he rose to Executive Director with responsibility for its institutional business comprising equities research, sales and dealing. He moved back to CIMB as Deputy Chief Executive on 1 June 1996 and became Chief Executive on 1 June 1999. He assumed the position of Group Chief Executive of CIMB Group Sdn Bhd on 11 January 2006.

CIMB is widely regarded as Malaysia's leading Investment Bank. The Group has leading market shares in all segments of the Malaysian capital markets. In 2004-05 it was acknowledged as the Best Domestic Investment Bank by Euromoney, Finance Asia, and The Asset magazines. In 2005 CIMB acquired G. K. Goh Securities in Singapore, Hong Kong, Jakarta and London to become a regional investment banking franchise. In 2005 CIMB also acquired Bumiputra-Commerce Bank to evolve into Malaysia's first Universal Bank, having added a huge consumer banking platform to its leading investment banking franchise. In 2006 CIMB also acquired Southern Bank Berhad to further strengthen its consumer bank.

Nazir is a member of the Investment Panel of the Employees Provident Fund, the Securities Commission's Capital Market Advisory Council and the Asia Business Council. He is also a director of the Multimedia Development Corporation and the Kuala Lumpur Business Club. He was Chairman of the Industry Action Committee to set up MESDAQ, the stock exchange for high growth companies and a member of the Advisory Panel for Bank Negara's Financial Services Master Plan. He is President of University of Bristol Alumni Association and a trustee of the Rahah Foundation.

Nazir was the winner of the Malaysia's CEO of the Year Award 2004 organised by Business Times and American Express Global Corporate Services. In 2005 he was named one of the "25 Stars of Asia" by BusinessWeek magazine and one of the World Economic Forum's Young Global Leaders. In 2006 Asiamoney listed him 29th in their inaugural list of top 100 most powerful and influential people in business and finance throughout the Asia-Pacific region. Nazir is married to Azlina Aziz and they have 2 young children.



## **OMAR AYUB KHAN**

**Pakistan**

**Minister of State for Finance**

Mr. Omar Ayub Khan (born January 26, 1970) is the current state-minister for Finance of Pakistan. He was elected as the Member of National assembly. Omar Ayub received his early education from Army Burn Hall College and high schooling from Aitchison College. He received his Bachelors and Masters in Business Administration from George Washington University.

He has profound professional experience which includes working on such important positions as Chairman, “Software Housing” and Chief Executive Officer, “The Universal Insurance Company Limited” among other important portfolios.

He has taken many courses, some of which include, “Extrusion Technology and Systems” (University of Massachusetts); “Lead Auditor Certification for ISO 9000/2000 conducted by IQCS Certification (Singapore) and “International Trade and Financial Instruments” (Pakistan Institute of Bankers).

Omar Ayub Khan’s father , Gohar Ayub Khan, is the former Foreign Minister of Pakistan and his grandfather, Field Marshal Muhammed Ayub Khan, was the president of Pakistan from 1958-1969.



## **LORD MICHAEL HASTINGS**

**United Kingdom**

**Global Head - Corporate Social Responsibility,  
KPMG International - London**

Lord Michael Hastings is the International Director for Corporate Citizenship with *KPMG* – essentially the Global Head of CSR for the firm worldwide. Previously he was the BBC's first Head of Corporate Social Responsibility delivering policy leadership for the BBC's diverse community impact work.

Consequently he sat on the Boards of *Comic Relief*, *BBC Children in Need* and the *BBC World Service Trust*, and externally remains a Patron of *Volunteering England* as well as being a non executive Director for *British Telecom* on BT's Community Support Committee. Michael is also a Patron of ToyBOX, a charity working with street children in Latin America.

He is Chairman of Crime Concern having been a founding Trustee in 1988. With a passion for criminal justice solutions, he was a recent communications and strategy adviser to Lord John Stevens QPM, the former Metropolitan Police Commissioner. He was also a former Commissioner (1993 – 2001) with the Commission for Racial Equality and served for nine years advising on race relations in the UK. Michael was also founding Chairman of Childnet International & SpringBoard for Children as well as founding member of the Metropolitan Police Advisory Committee and served on the Government's Social Security Advisory Committee.

Previously, Michael headed up the BBC's Public Affairs department in Westminster, where he latterly developed the BBC's Community Affairs function. His background is in journalism, reporting and presenting programmes for ITV and the BBC and prior to that working on strategy and operations with the Downing Street Policy Unit covering race & urban policy, starting his career in education and community initiatives having graduated in Theology and Education in 1980.

In January 2003, Michael was awarded the honour of a CBE (Commander of the British Empire) in recognition of his services to crime reduction, after 14 years with Crime Concern and ten as Chairman. He has successfully completed business education programmes at Wharton and Columbia business schools in the USA. In July 2005, Michael was awarded the honour of an independent cross bench peerage to the House of Lords. Michael assumed his seat on 6th December 2005. Also in 2005, Michael received the UNICEF award from the UK Chancellor Gordon Brown MP and Lord David Puttnam, Chairman of UNICEF for his 'outstanding contribution to understanding and effecting solutions for Africa's children.'



## **H.E. PRINCESS ZAHRA AGA KHAN**

**France**

**Aga Khan Foundation**

Princess Zahra Aga Khan, the eldest child of His Highness the Aga Khan, was born 18 September 1970.

She received her early education at Le Rosey School in Switzerland and graduated from Harvard University with a B.A. (Honours) degree in Development Studies in 1994. Since then she has worked at the Secretariat of His Highness at Aiglemont, in Gouvieux, France. During the course of her studies, she undertook intensive familiarisation tours of Aga Khan Development Network projects in health, education and rural support, and economic development in Asia and Africa. Princess Zahra also completed a 4-month programme at the Massachusetts General Hospital in Boston, U.S.A., to enhance her understanding of health promotion, and the delivery of advanced medical care services.

Princess Zahra is the Head of the Social Welfare Department (SWD) located within the Secretariat of the Aga Khan in France. She has policy and management responsibility for the health, education, and planning and building services of the Aga Khan Development Network (AKDN). She also has a key role in policy and strategy matters relating to the other social development institutions of the Network. These include the programmatic activities of the Aga Khan Foundation in the fifteen countries in which it operates, and new developments at the Aga Khan University.

Princess Zahra is member of the Board of Trustees of the Aga Khan University. She also works with institutions supported by the Ismaili Muslim community in the areas of social welfare, women's activities and youth programmes. She has been particularly active in ventures to promote economic empowerment and self-reliance amongst women in South Asia.

She chairs the International Social Development and Sports Foundation (ISDSF), which acts as a catalyst for replicable, short-term programmes addressing issues facing youth, women and the elderly in developed and developing countries alike. The ISDSF provides seed money to drive initiatives at the local level and which fall outside the institutional framework.

Its activities to date include the development and launch of wellbeing centres such as fitness centres in India and Pakistan to promote healthy lifestyles in urban centres, as well as Learning Resource Centres. The ISDSF has also helped set up a youth centre in Kenya with a range of recreational activities and study spaces with access to information technology resources. The Foundation has sponsored international conferences for women and youth in Canada and Kenya respectively.

In the course of her work, Princess Zahra has visited AKDN and Ismaili Community programmes and projects in Bangladesh, Burkina Faso, Côte d'Ivoire, Canada, France, India, Kenya, Madagascar, Mozambique, Pakistan, Portugal, Senegal, Singapore, Syria, Tanzania (including Zanzibar) and the United States, as part of periodic reviews of institutions in those countries whose activities fall within the mandate of her responsibilities.

Princess Zahra is the mother of two children, Sara, aged 5 years, and Iliyan, aged 3 years.



## **MOHD. OMAR MUSTAPHA**

**Malaysia**

**Managing Principal & Director, Ethos & Company**

Omar is a founding partner of Ethos & Company, a boutique management consulting firm focused on strategy and performance management. He was formerly Special Assistant to the Deputy Prime Minister of Malaysia, a Senior Associate with McKinsey & Company Inc (London & Kuala Lumpur), a Vice President with the Multimedia Development Corporation (MDeC), and a Corporate Planning Manager for Malaysia's National Oil Corporation, Petronas. He is also a director and general partner of Ethos Capital, a private equity firm investing in small-medium enterprises around Southeast Asia. Omar obtained his BA and MA degrees in Politics, Philosophy and Economics from Oxford University, UK.



## **GHOUSE AKBAR**

**Pakistan**

**Akbar Group of Companies**

Mr. Ghouse Akbar holds a BA in Political Science and Economics from Brown University and an MBA from INSEAD. He was awarded the “Sitare-i-Imtiaz” by the President of Pakistan for public service and for being the highest tax payer and for public service. He has also received the prestigious “Sitara-Esaar” for contribution to the earthquake effort.

He is not only the Member, Board of Revenue but also Chairman, Chief Minister’s Task Force on Lahore. Apart from that he holds many important portfolios which include him being Chief Executive Officer, Princely Jets Private Limited; Chairman, The Princeton Review and Chairman, Nike Pakistan. Previously he has been President & Chief Executive – McDonalds USA.

He has been involved in many extra-curricular activities that adds a whole new dimension to his personality. He is President of Brown University Pakistan Scholarship Fund. The purpose of the Fund is to establish an endowment of \$ 500,000 to enable any Pakistan student who is academically qualified but financially needy. His other philanthropic endeavours include his working as Member, Aga Khan Resource Development Board and Member, Managing Committee – SOS Children’s Village, Karachi.



# **WIEF MUSLIM WOMEN ROUNDTABLE**

## **H.E S. MUSHARRAF**

### **Pakistan**

#### **First Lady of the Islamic Republic of Pakistan**

Mrs. Sehba Musharraf was born in Karachi in 1949. She is descendant of an erudite middle class parentage. Her educational pursuits continued in literary environments, culminating in a Graduate degree in English and Psychology from the prestigious institution of St Joseph's College, Karachi. She has been associated with the estimable profession of teaching for over a decade. She is an ardent reader of literature and admirer of the arts. She also carries a deep routed fondness to explore the cultural heritage of various civilizations.

She is endowed with natural flair for cultural promotion, uplift of women folk and spreading education. Her dedication and devotion of socio-economic uplift has earned her a wide ranging recognition both internationally and domestically. She supports numerous social organizations and is also the Chief Guide of Pakistan's Girl Guides Association. Her recent undertakings in the relief and rehabilitation of 8th October earthquake victims, particularly women and children have been a great source of inspiration for the entire Pakistani Nation. Leading from the front she was the first woman to donate blood for the victims of earthquake. She remains committed to the uplift of women and has been an ardent supporter of their education in Pakistan.

She got married to General Pervez Musharraf on 27 December, 1968. They are blessed with a son – Bilal (Business student at Stanford University) and a daughter – Ayla (Architect). Both the children are married and well settled. Musharrafs are grand parents by virtue of their grand daughters, Maryam and Zainab from daughter Ayla and grandson Humza and grand daughter Zoya from son Bilal.



## **HINA RABBANI KHAR**

**Pakistan**

**Minister of State for Economic Affairs**

Miss Hina Rabbani Khar was elected for her first term as Member National Assembly of Pakistan in 2002. Ms. Khar's career in government started off as Parliamentary Secretary, Economic Affairs Division (EAD) from 8<sup>th</sup> August, 2003 to 3<sup>rd</sup> September, 2004. Later, she was given the portfolio of Minister of State for Economic Affairs on 4<sup>th</sup> September 2004.

Ms. Khar graduated with a B.Sc. (Hons.) in Economics from Lahore University of Management Sciences (LUMS) in 1999. She went on to get her M.Sc. degree in Management from University of Massachusetts, USA in 2001. She has rich experience in International Economics, Finance as well as Agricultural Development.

In her capacity as the Minister in charge of EAD, she is responsible for assessment, arrangement, programming, negotiation, processing and contracting of foreign economic and technical assistance from bilateral and multi-lateral development partners including the World Bank, ADB, IDB, DFID, US Aid, UNDP and other International organizations. She also oversees preparation of an overall integrated plan for development and poverty alleviation in Pakistan.

Other offices held by Ms Khar include Governor, Islamic Development Bank (IDB); Coordinator for Prime Minister's initiative titled "One Village One Product (OVOP)"; Member of the Standing Committee of Parliament on Commerce; Member of the Standing Committee of Parliament on Food & Agriculture; Member of the Task Force on World Trade Organization (WTO's) effect on Pakistan's economy; Member of the Task Force established to recommend steps and oversee revival of tourism in earthquake hit areas on fast track; Member of the Chief Minister's Task Force on Improvement Plan for tourism in Lahore (second largest city of Pakistan); Syndicate Member of Bahauddin Zakriya University, Multan; Member, Board of Governors, Devolution Trust for Community Empowerment (DTCE); Member of the high level committee assisting Prime Minister of Pakistan, Co-chair High Level Panel on UN Reforms; Organized International Donors' Conference in Islamabad on 19<sup>th</sup> November, 2005 to mobilize resource for the reconstruction and rehabilitation effort in the earthquake affected areas in Pakistan; Chief Coordinator for organizing World Islamic Economic Forum (WIEF) in Pakistan scheduled to be held on 6-7 November, 2006 at Islamabad.

Ms. Khar is also a businessperson by profession, successfully managing a kading restaurant in the country - "The Polo Lounge", Lahore situated at Polo Club, GOR-I, Lahore.



## **DR. ZETI AKHTAR AZIZ**

**Malaysia**

**Governor, Bank Negara Malaysia**

Dr. Zeti Akhtar Aziz was appointed Governor of Bank Negara Malaysia in May 2000. She has been with the Central Bank since 1985, in a career spanning several senior positions in monetary and financial policies, and reserve management. During the height of the Asian financial crisis, Dr. Zeti was appointed as Acting Governor on September 1, 1998, and managed the successful implementation of selective exchange controls to restore stability and promote economic recovery in Malaysia. In Bank Negara, Dr. Zeti presided over the formulation of the Financial Sector Master Plan, a 10-year road map for the development of the Malaysian financial system. As Governor, Dr. Zeti oversaw the transformation of the financial system, that included wide-ranging financial reforms, evolution of new financial institutions, strengthening of the financial markets and the rapid expansion of Islamic finance, and the transition to a managed float of the Ringgit exchange rate.

Dr. Zeti received her B.Sc in Economics from the University of Malaya and her Ph.D from the University of Pennsylvania. As part of her dissertation, Dr. Zeti did pioneering work on capital flows and the implications for policy. She has written extensively in the areas of monetary and financial economics, Islamic finance, capital flows, macroeconomic management, financial reform and restructuring. Prior to her career in the Bank, Dr. Zeti had served in the SEACEN Centre from 1979-1984, where she conducted research in the area of financial policies and reform in the South-East Asian region. Dr. Zeti is actively involved in the development of Islamic finance and in regional financial co-operation.



## **DR. SHAMSHAD AKHTAR**

**Pakistan**

**Governor, State Bank of Pakistan**

Dr. Shamshad Akhtar took over as Governor, State Bank of Pakistan on 2nd January, 2006 for a three-year term. Dr. Akhtar, who is the first woman and the 14th Governor of the State Bank since its inception in July 1948 brings rich experience, both national and international, to her new assignment.

Prior to her appointment as SBP Governor, Dr. Akhtar has been serving the Asian Development Bank (ADB) as its Director General, Southeast Asia Department since January, 2004. Earlier, she was Deputy Director General of the Department. She also held the position of Director, Governance, Finance and Trade Division for East and Central Asia Department of ADB.

Dr. Akhtar began her career in ADB in 1990 and rose to the position of Manager in 1998 after serving as Senior and Principal Financial Sector Specialist. She has been ADB's Coordinator for APEC Finance Ministers Group from 1998-2001 and has served on a number of ADB committees including the Reorganization Committee, Appeals Committee and Oversight Committee etc. She has interfaced and represented the Asian Development Bank at the Bank for International Settlements and the International Organization of Securities Commissions (IOSCO). She has developed a broad regional expertise in financial and economic matters of Central Asian Republics & Southeast Asia including the People's Republic of China.

Before joining the ADB, Dr. Akhtar worked for 10 years as an Economist in the World Bank's Resident Mission in Pakistan. In Pakistan, she also worked briefly with the Planning Offices of both the Federal and Sindh Governments. She dealt with wide ranging subjects which covered analysis of macroeconomic situation, finance and money and structural reforms of key sectors including industry and agriculture. Her work included papers on taxation system of Pakistan, state of inter-governmental fiscal relations, poverty incidence & its dimensions and foreign direct investment etc. Dr. Akhtar also contributed to the development of diversification of financial markets including the analysis of monetary policy and state of banking industry (at the World Bank) and restructuring of the Securities & Exchange Commission, Insurance Commission and worked closely with the private sector including the stock exchanges of Pakistan. She has been advising the central banks on reforms of financial markets. Dr. Akhtar has also been dealing with the banking sector's legal, regulatory and institutional reforms while advising on diversification of the industry to exploit long term funding through development of bond market.

Born in Hyderabad, Dr. Akhtar had her earlier education at Karachi and Islamabad. She has had an excellent academic record. She graduated from the University of Punjab with a B. A. Economics degree in 1974. Dr. Shamshad Akhtar has an M.Sc. in Economics from the Quaid-e-Azam University, Islamabad, an M.A. in Development Economics from the University of Sussex in 1977 and a Ph.D. in Economics from the U.K.'s Paisley College of Technology in 1980. She is a post-doctoral fellowship Fulbright Scholar and was a visiting fellow at the Department of Economics, Harvard University in 1987.

Dr. Akhtar has presented numerous papers on economics and finance at international conferences/seminars/symposia. Her research interests are on Monetary and Fiscal Policy, Banking and Capital Market, International Finance Architecture, Regulation and Supervision, and Industrial & Corporate Restructuring.



## **DATO' DR. NORRAESAH MOHAMAD**

**Malaysia**

**Executive Chairperson, World Islamic  
Businesswomen Network, WIEF**

Senator Dato' Dr Norraesah binti Haji Mohamad, is the Executive Chairman of My E.G. Services Berhad and Chairman of Penang Bridge Sdn Bhd. She is also Executive Chairman of Embunaz Ventures Sdn Bhd, a family owned Investment Company involved in Education, Food, Pharmaceuticals and Production & Retailing of Garments.

She graduated with a Bachelor of Arts (Hons) Economics from University of Malaya in 1972. In 1982, she obtained her Masters in International Economics Relations from International Institute of Public Administration, France and Masters in International Economics and Finance from University of Paris I, Phantéon-Sorbonne, France. She obtained a PhD (Economic Science) International Economics and International Finance from University of Paris I, Phantéon-Sorbonne, France in 1986.

She has over thirty-two (32) years of working experience in the field of banking, consultancy and international trade and commerce. She worked with the Ministry of International Trade and Industry (MITI) from 1972 to 1985, during which time she was in charge of trade policies and multilateral trade negotiations, trade fairs and missions. From 1986 to 1988, she was attached to the Ministry of Finance, responsible for national privatization programmes and debt management. In 1988, she left the public sector to join ESSO Production Malaysia Inc. as Communications Manager. From 1990 to 1991, she assumed the position of Managing Director with a consulting firm which provides financial and investment advisory services. She was later appointed as the Chief Representative of Credit Lyonnais Bank in Malaysia in 1991, a position she held until 1998. She was the Chairman of Bank Kerjasama Rakyat Malaysia from 2000 to 2003. In October 2005, she was appointed Senator. She currently sits on the Boards of several listed companies and private limited companies.

She is also active in politics and is a member of the UMNO Supreme Council, the leading political party of Malaysia. She also sits on several taskforces / committees on economics, education and entrepreneurship. She is also a known motivational speaker.

She is a mother of four children.



## **MISS MAHREEN AZIZ KHAN**

**Pakistan**

**Media Advisor to the Prime Minister  
Government of Pakistan**

Ms Khan is currently serving as the Media Advisor to the Prime Minister, Government of Pakistan. Prior to taking up this position Ms Khan was a journalist most notably as an anchor for current affairs on BBC World Television. The series Question Time Pakistan, marked the first time BBC World broadcast Pakistan specific series. Question Time Pakistan focused on the key political issues of the day with a panel of politicians, academics and analysts facing questions from a live studio audience of up to 200 people. Additionally, the series HARDtalk Pakistan was also anchored by Ms Khan featuring one to one interviews of the leading personalities of Pakistan.

Ms Khan's academic training is as a Barrister – At- Law from Inner Temple, London. She is a graduate of Cambridge University (B.A) in Law where she was a member of the prestigious Cambridge Union debating society and represented the University at national competition finals. She was also elected the President of the Cambridge University Pakistan Society. After being called to the Bar and practicing criminal law at Chambers in London, Ms Khan proceeded to fulfill her academic interest in issues of government and public policy. She has a Masters in Public Policy (MPP) from the Kennedy School of Government, Harvard University. Her academic specialization was in international security, media and politics. Ms Khan's focus of study was Pakistan and South Asia.

After graduating from Harvard University Ms Khan went on to serve as a legal & economic adviser in the United Nations Administration in Kosovo. Ms Khan devised and implemented a commercial registration process for all businesses, to enable a taxation database to be formed – a key component of the efforts to rebuild the war ravaged economy and institute appropriate legal and economic frameworks.

Ms Khan is currently based in Islamabad.



# **INAUGURAL CEREMONY**



## **TUN MUSA HITAM**

### **Malaysia**

### **Chairman, World Islamic Economic Forum Foundation and Former Deputy Prime Minister of Malaysia**

Tun Musa Hitam received his Bachelor of Arts Degree at the University of Malaya, his Masters Degree at the University of Sussex and was a Fellow at the CFIA Harvard University. He was awarded with academic honours including Honorary Doctorates from Sussex University and University Malaysia Sabah.

He is currently a Fellow of the Malaysian Institute of Management; Member of the Advisory Board of the Malaysian “Journal of Diplomacy and Foreign Relations”, and Chairman of the World Islamic Economic Forum Foundation.

Tun Musa held various posts at the international level at various times. These included Chairman of the Commonwealth Parliamentary Association, Member of the Board of Unesco, Leader of the Commonwealth Missions to Fiji and Member of the Commonwealth Ministers Delegations to Nigeria, Sierre Leone, The Gambia and Pakistan.

Before becoming Malaysia’s fifth Deputy Prime Minister and Minister of Home Affairs in 1981 - 1986, Tan Sri Musa held a number of key government posts, including Chairman of Federal Land Development Authority (FELDA), Deputy Minister of Trade & Industry, Minister of Primary Industries (1974 – 1978) and Minister of Education (1978 – 1981). Between 1990 and 1991, he was Malaysia’s Special Envoy to the United Nations and from 1995 to 2002 the Prime Minister’s Special Envoy to the Commonwealth Ministerial Action Group (CMAG). He led the Commonwealth Observer Groups to Malawi’s first General Elections and the Pakistan General Elections in October 2002. He was leader of the Malaysian delegation to the UN Commission on Human Rights from 1993 to 1998 and was elected Chairman of the 52<sup>nd</sup> Session of the Commission in 1995.

Tun Musa is a founder member of the Beijing based BOAO Forum for Asia. At National Level, Tun Musa was the Chairman of the Malaysian National Commission on Human Rights from 2000 – 2002.

He is currently Chairman of two public listed companies i.e. Lion Industries Berhad and Kumpulan Guthrie Berhad and a Joint Chairman of Malaysia-China Business Council.



## **DR. AHMED MOHAMED ALI**

**Kingdom of Saudi Arabia**

**President, Islamic Development Bank, Jeddah**

DR AHMED MOHAMED ALI is the first President of the Islamic Development Bank. He has served in this capacity for 23 years and his career has been devoted for the development of the people, community, society and he looks forward to a totally developed world.

Dr Ali was born in the Prophet's City, Almadinah Almunawarah, Saudi Arabia in 1934, brought up and did his early education there. He is married and has four children.

Dr Ali began his career in education and the development of manpower, whereby he was appointed Director, Scientific and Islamic Institute (Aden 1958-59). Subsequently, he returned to Saudi Arabia to continue the same career path and he was the acting Rector of King AbdulAziz University from 1967 to 1972. He was selected to serve as Deputy Minister of Education in 1972 where he served for three years. When the OIC member countries decided to establish the Islamic Development Bank, on the initiative from the late King Faisal bin Abdulaziz, he was chosen as its first President.

His education, background and past experience have helped him to establish a strong base for the mission of development of the Bank, as he holds a B.A. degree in Commerce and degree in Law from Cairo University, Egypt. He earned his M.A. and PhD degrees from the University of Michigan, Ann Arbor and State University of New York (SUNY), Albany, USA in Public Administration in 1962 and 1967, respectively.

The Bank started with 185 million US Dollars for development financing in its first year of operation and a membership of 22 countries. As time passed by, the mission, commitment and responsibilities started to expand, the number of projects started to increase, the challenges faced and needs of the Bank also increased.

The total projects approvals jumped from a modest 10 million Islamic Dinars in 1976 to more than 220 Million Dinars. Between 1976 and 1985, there has been a modest decline. However, it increased sharply until it reached 450 Million Islamic Dinars in 1998. The total financing under various widows and modes of financing exceeded 1.5 Billion US Dollars in 1998. IDB membership also grew to 53 member countries, while the staff strength doubled between 1985 and 1996 and is set to reach 800 in 1999.

As people remember, the Hajj season with so much waste in slaughtering of sacrificial animals. Dr Ali was in the heart of the Saudi Government's Sacrificial Meat project, which converted waste into a beneficial product and from a modest beginning has reached a staggering figure of 500,00 animals every year. Not limiting the Bank in its activities in one direction, he looks at development in its totality and has initiated the development of several others sectors including trade, insurance etc. as demonstrated by the establishment of the

Trade Finance Promotion Department and the Islamic Corporation for Insurance of Investments and Export Credit (ICIEC).

Technologies being an equally important milestone of development, several projects have been undertaken by the Bank within and for the member countries and Muslim communities around the world. OICIS-NET is one to name; TIPSys is yet another.

In the last few years, the wealth of experience gained and the open-minded approach, merged with the mission of “(Khairu Annaas Min Nafa Annas)-The best amongst you are those who are beneficial for others” has led to the initiative to establish several other activities including the Dr Ali has traveled extensively to be in close touch with all the activities IDB is engaged or participating in. He was chosen to be the Secretary General of the Muslim World League (1993-95) during which he was given the task of restructuring the MWL and the returned back to serve the Bank. He has been contributing to the welfare of the society by extending his experience to five universities in Saudi Arabia as a member of their Higher Education Council and as a board member of the Saudi Fund for Development.

He has hands-on experience on development issues in the OIC member countries. His views on development in different fields have been expressed in many articles, speeches, lectures and working papers on Islamic Economics, Banking and Education.



## **H.E. SHAUKAT AZIZ**

**Pakistan**

**Prime Minister of the Islamic Republic of  
Pakistan**

Started his career in 1969 when he joined Citibank, Karachi. Moved overseas in 1975 and has since served in several countries including the Philippines, Jordan, Greece, USA, UK, Malaysia, Singapore and Saudi Arabia. His assignments included Head of Corporate and Investment Banking for the Asia Pacific Region; Head of Corporate and Investment Banking for Central & Eastern Europe, Middle East and Africa; Corporate Planning Officer, Citicorp; Managing Director, Saudi American Bank; and Global Head, Private Banking for Citigroup. He was appointed Executive Vice President of Citibank in 1992 and has had 30 years of experience in global finance and international banking.

Mr. Aziz is a frequent speaker on international finance and has attended several forums, seminars and conferences on international finance as well as attended management courses at several universities. He has been a member of the Board of several Citibank owned entities including Saudi American Bank, Citi Islamic Bank as well as several non-profit organizations.

In November, 1999 Mr. Aziz was appointed as Pakistan's Minister of Finance with responsibility for Finance, Economic Affairs, Statistics, Planning and Development and Revenue Divisions. As Minister of Finance, Mr. Aziz is also Chairman of Economic Coordination Committee of the Cabinet, Chairman, Cabinet Committee on Investment, Chairman, Executive Committee of National Economic Council and Chairman, Cabinet Committee on Privatization. Euromoney and Bankers Magazine has declared him as the Finance Minister of the year 2001.

Mr. Aziz enjoys golf, music and art. He is married with three children.

He was elected as Member National Assembly in by election from two constituencies, NA -59 Attock NA- 239 Mithi, Tharparkar. He has retained the Attock seat. Shaukat Aziz was sworn in as 23th Prime Minister of Pakistan on August 28, 2004.



## **H.E. DATO' SERI ABDULLAH AHMAD BADAWI**

**Malaysia**

**Prime Minister of Malaysia**

H.E. Dato' Seri Abduah Ahmad Badawi became the 5th Prime Minister of Malaysia on 1st November 2003.

Dato' Seri Abdullah received his early education at Sekolah Kebangsaan Pematang Bertam. He later attended Bukit Mertajam High School, Penang Methodist Boys' School and a religious school started by his family. Dato Seri Abdullah pursued his tertiary education at the University of Malaya where he graduated with B.A. (Hons) in Islamic Studies in 1964.

Upon graduating, Dato' Seri Abdullah joined the civil service, where he started his career as Assistant Secretary in the Public Services Department in 1964. In 1969, Dato Seri Abdullah moved to the National Operation Council (NOC) or Majlis Gerakan Negara (MAGERAN), a body responsible to exercise the ruling powers for the country after the May 1969 racial riots. Dato Seri Abdullah was later promoted to the Ministry of Culture, Youth & Sports as Director-General (1971-1973) and Deputy Secretary-General in 1974 . Dato' Seri Abdullah resigned from Government service in 1978 to pursue a political career.

A loyal UMNO member since 1965, he was elected UMNO Supreme Council Member in 1981, and UMNO Vice-President in 1984 and UMNO Deputy President in 1999. Dato' Seri Abdullah won his first election for the Parliamentary Seat of the Kepala Batas Constituency in 1978, (a seat he has retained since). In the same year, Dato Seri Abdullah was appointed to his first post in the administration of the Government of Malaysia, as the Parliamentary Secretary to the Federal Territory Ministry. He was then promoted to Deputy Minister in the same Ministry in 1980. Dato Seri Abdullah later held the post of Minister in the Prime Minister's Department from 1981 to 1984; and Minister of Education from 1984 to 1986; Minister of Defence from 1986 to 1987; and Minister of Foreign Affairs from 1991 to January 1999. In January 1999, Dato Seri Abdullah was appointed as the Deputy Prime Minister and Minister of Home Affairs.

# **PLENARY SESSION**



## **H.E. GENERAL PERVEZ MUSHARRAF**

**Pakistan**

**President of the Islamic Republic of Pakistan**

General Pervez Musharraf joined the Pakistan Military Academy in 1961 and was commissioned in an elite Artillery Regiment in 1964. He saw action in the 1965 war as a young officer in the Khem Karan, Lahore and Sialkot sectors with a self propelled Artillery Regiment. He was awarded the Imtiaz-i-Sanad for gallantry. He later volunteered and served for seven years in the Special Service Group "Commandos". He also participated in the 1971 war as Company Commander in a Commando Battalion.

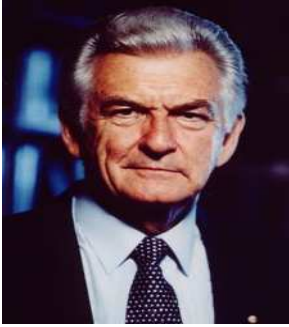
General Musharraf has had the privilege of commanding two self-propelled Artillery Regiments. As a Brigadier, he had the distinction of commanding an Infantry Brigade as well as Armored Division Artillery. On promotion to the rank of Major General on 15th January 1991, he was given the command of an Infantry Division and later of a prestigious strike Corps as Lieutenant General on 21st October 1995.

General Musharraf has served on various important staff and instructional appointments during his career. These include Deputy Military Secretary at the Military Secretary's Branch, member of Directing Staff both at the Command and Staff College, Quetta and the National Defence College. He has also remained the Director General Military Operations at the General Headquarters.

A graduate of Command and Staff College, Quetta and the National Defence College, General Pervez Musharraf also distinguished himself at the Royal College of Defence Studies, in the United Kingdom. A comment from his performance report was, "a capable, articulate and extremely personable officer, who made a most valuable impact here. His country is fortunate to have the services of a man of his undeniable quality".

General Pervez Musharraf was promoted to the rank of General on 7th October 1998 and appointed Chief of Army Staff. He was given the additional charge of Chairman Joint Chiefs of Staff Committee on 9th April 1999 which he relinquished in October 2001. He performed his duties as the Chief Executive of Pakistan from 12th October 1999 to the time he became President. He is now the COAS and the President of the Islamic Republic of Pakistan.





## **H.E. BOB HAWKE**

**Australia**

**Former Prime Minister of Australia**

Born in Bordertown, South Australia, Hawke graduated in law and economics from the University of Western Australia and was that state's Rhodes scholar in 1952. In 1955 he graduated Bachelor of Letters from Oxford. Back in Australia he joined the Australian Council of Trade Unions (ACTU) in 1958, working first as a researcher, then as a union advocate before the Arbitration Commission. In 1970 he became president of the ACTU and for the next ten years was the most prominent figure in the trade union movement, with a reputation as a hard negotiator and an effective settler of disputes. He was also president of the Australian Labor Party from 1973 to 1978. Hawke entered federal parliament in 1980 as the Labor member for Wills in Victoria, having resigned from the ACTU. He finally made a successful bid for the Labor leadership in February 1983, replacing Bill Hayden. The same day Prime Minister Malcolm Fraser called an early election. The electors voted Labor in and Hawke became prime minister. His government was returned at elections in 1984, 1987, 1990. He thus became the first Australian Labor prime minister to be elected for a third (and a fourth) term and the longest-serving Labor prime minister.

In mid 1991 he was challenged for the Labor leadership by Paul Keating, who claimed that Hawke had reneged on an agreement made with him about the transfer of the leadership before the 1990 election. Hawke won the ballot but in December 1991, he was forced to call a leadership vote and was narrowly defeated by Paul Keating. He resigned from parliament in early 1992.



## **H.E. CHANDRIKA BANDARANAIKE KUMARATUNGA**

**Sri Lanka**

**Former President of Sri Lanka**

The Provincial Council Elections held in May 1993 represented President Kumaratunga's first entry to electoral politics. She was elected to the Western Provincial Council with an unprecedented majority, and was appointed the Chief Minister of the Province, the country's largest. In August 1994, she contested the Parliamentary General Elections as a member of the People's Alliance party, and as the People's Alliance's Prime Ministerial candidate. She was elected to Parliament by an overwhelming majority, and was appointed Prime Minister in the People's Alliance government that was formed on August 19th, 1994. In the Presidential Elections held shortly thereafter in November 1994, she contested as the People's Alliance candidate. She was elected President obtaining a record 62% of the votes cast.

President Kumaratunga had her early education at St. Bridget's Convent, Colombo and at the Aquinas University College Colombo, where she studied for LLB. From there, she went on to the University of Paris, from which she graduated in Political Science. She also obtained a Diploma in Group Leadership from the same University. Her studies for the Ph.D in Development Economics at the University of Paris were interrupted by the call to serve her country, where her mother's government had launched a wide ranging programme of reform and development. While in Paris, she also underwent training in political journalism at the prestigious Le Monde. She is fluent in Sinhala, English and French. President Kumaratunga has been a guest lecturer at the Jawaharlal Nehru University in New Delhi and the Bradford University in U.K.



## **JOHN DEFTERIOS**

**United Kingdom**

**Group Vice President FactBased Communications  
(FBC)**

John Defterios is Group Vice President of Content for FactBased Communications (FBC), a London based developer, producer and distributor of international television programming and global communication campaigns on behalf of governments, non-governmental organizations and Fortune 100 companies.

In this position, Mr. Defterios has helped develop a global production and distribution model from originally 3 countries to over 100 countries and 40 of the world's leading airlines. He oversees editorial content and production on FBC's full range of factual programmes. The flagship programme, *World Business*, which he hosts, won the Grand Prix Award in Europe for best global business and financial programme. *World Business* airs on CNBC Europe, PBS-TV in the U.S., Orbit TV Middle East and 15 national broadcasters. FBC is also co-producer of *Business Week Asia* a weekly television magazine which is broadcast on the StarWorld platform.

Mr. Defterios has more than two decades of broadcast journalism experience as an award-winning anchor, correspondent and special series producer, most recently with CNN Financial News in London and New York. He has covered some of the landmark events of the past 15 years as correspondent including: the Fall of the Berlin Wall, the World Trade Center bombing, the Final GATT Treaty, the Asian Economic Crisis and Korean Elections, the Gulf War and the Los Angeles Riots.

Prior to CNN, Mr. Defterios worked for Reuters in a joint-venture with PBS Television as special series producer, European Correspondent and West Coast Correspondent.

He has traveled extensively for his journalism coverage in Europe, Middle East, Eurasia, Far East and Africa.

# **SUCCESSFUL ENTREPRENEURS IN A GLOBAL MARKETPLACE**



## **H.E. SHAIKH SALEH ABDULLAH KAMEL**

**Kingdom of Saudi Arabia**

**President, Islamic Chamber of Commerce and  
Industry**

H.E. Shaikh Saleh Abdullah Kamel is a business magnate of Kingdom of Saudi Arabia. He is President of Dallah Al Barakah Group. Dallah Al Barakah is an international business house and conglomerate of different companies, ranging from banking, construction, services, media, tourism etc.

H.E. Shaikh Saleh Abdullah Kamel took charge as a President of the Islamic Chamber of Commerce and Industry in May 2005. In line with the OIC- Ten Year Programme of Action H.E. Shaikh Saleh Abdullah Kamel has given a new vision and new direction to the activities of the Islamic Chamber and initiated a 10-year Work Plan of Islamic Chamber of Commerce and Industry. This 10-year Work Plan focuses primarily on strengthening economic cooperation among the OIC Countries through the private sector. Towards this end H.E. Shaikh Saleh Abdullah Kamel has initiated several projects which will be established through setting up of companies. These projects cover diverse sectors, however the ultimate focus of each being to promote greater economic cooperation among the OIC Countries.

The Islamic Chamber of Commerce & Industry (ICCI) is an affiliated organ of the Organization of Islamic Conference (OIC) and represents the private sector of 57 Member Islamic Countries. Its main role is to assist the entrepreneurs of OIC countries to develop capacities for sustainable industrial and trade development and promotion to mitigate possible marginalization due to negative impact of globalization, technology gaps and barriers to trade and industrialization. Specific emphasis are given for the improvement of industrial development strategies, industrial support infrastructures, access to markets and finance. ICCI's corporate strategy is to focus on activities that help to develop a competitive economy and promote environmentally sustainable trade and industrial development. The activities include provision of training courses and extending advisory services, information and technology, investment promotion, trade promotion, small enterprises development, expansion of services sector, awareness of privatization programmes and promotion of clean technologies.

The Islamic Chamber of Commerce & Industry is concentrating its activities in several initiatives to assist the entrepreneurs of OIC Countries to develop capacities for sustainable industrial and trade development. It acts as a catalyst to promote economic cooperation among OIC Member Countries and the strategy is based on a bottom-up approach.



## **SIR ANWAR PERVEZ**

**United Kingdom**

**Chairman, President and Chief Executive Officer,  
Best Way Group**

Sir Anwar Pervez, a self-made man, now being the owner of a company worth millions of pounds. The Bestway Group was founded and is led by Sir Anwar Pervez, OBE, Hilal-e-Pakistan.

Sir Anwar was the proud recipient of the Order of the British Empire (OBE) in 1992 and was also awarded a Knights Bachelor in 1999 in the Queen's Birthday Honours List for services to business and the world of charity.

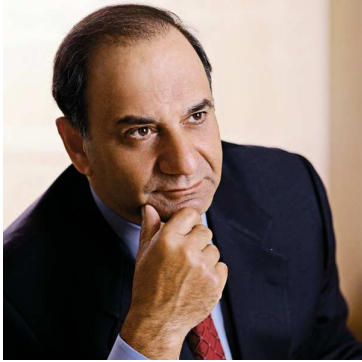
In March 2000, Sir Anwar Pervez, was awarded Hilal-E-Pakistan, a top civil award by the Pakistani Government for services to the Pakistani nation.

In 1962, Sir Anwar Pervez opened a convenience food store in London's Earls Court and by the mid 1970's he went on to open "Bestway", a trade cash and carry. Now, Bestway is the second largest food and drinks wholesale company in Britain, with 17 branches employing 1,300 people.

Sir Anwar is a supporter of various charities through the Bestway Foundation funded annually by 2.5% of the company's pre-tax profits.

Recently, he was felicitated with the '1999 Asian of the Year award' by the Rt. Hon. Margaret Beckett, Leader of The House of Commons.

Sir Anwar Pervez, 67, is said to be Britain's richest Muslim.



## **FAROOQ KATHWARI**

**USA**

**Chairman and Chief Executive Officer Ethan Allen Interiors Inc.**

Farooq Kathwari is the Chairman, President and Chief Executive officer of Ethan Allen Interiors Inc. He has been president of the Company since 1985 and Chairman and Chief Executive Officer since 1988. In 1989 he formed a group to purchase Ethan Allen and took the Company public in 1993. Under Mr. Kathwari's leadership Ethan Allen has been transformed into a leading manufacturer and retailer of home furnishings in the United States.

He received his B.A. degree from Kashmir University in English Literature and Political Science and an M.B.A. in International Marketing from New York University.

Mr. Kathwari serves on several not-for-profit organizations, including: Chairman of the National Retail Federation, Chairman of Refugees International, Chairman of the Kashmir Study Group, a member of the Council on Foreign Relations, a Trustee of the World Conference of Religions for Peace, a Trustee of Freedom House, and a Director of the Institute for the Study of Diplomacy at Georgetown University.

He has received several recognitions, including the 2005 Eleanor Roosevelt Val-Kill Medal; Worth Magazine Recognition of one of 50 Best CEO's in USA; the National Retail Federation Gold Medal; recipient of the International First Freedom Award from the Council for America's First Freedom, and Ernst & Young's Entrepreneur of the Year Award.



## **SYED BABAR ALI**

**Pakistan**

**Advisor Packages Limited**

As an entrepreneur and industrialist, Syed Babar Ali envisioned and set up Packages Limited (Pakistan's largest paper & board mill), Milkpak Limited – now Nestle Pakistan Limited - (one of the largest food processing companies in Pakistan); Tetra Pak Pakistan Limited, International General Insurance Company of Pakistan Limited, Tri-Pack Films Limited, and First International Investment Bank. He is Chairman of Sanofi-Aventis Pakistan Limited, Bayer CropScience Pakistan Limited, Siemens Pakistan Engineering Company Limited, Coca-Cola Beverages Pakistan Limited and Director of Unilever Pakistan Limited and Mitchell's Fruit Farms Limited. He believes in the joint venture philosophy and most of his businesses are joint ventures with major multinationals.

As an educationist, he envisioned and established Lahore University of Management Sciences (LUMS) in 1985 of which he is the first Pro-Chancellor. LUMS is Pakistan's premier management education institution. He also founded Ali Institute of Education for training of primary and secondary school teachers.

He promoted the cause of the World Wide Fund for Nature where he served in various capacities, both in Pakistan and internationally, from 1972 to 1996. He was International President of WWF from 1996 to 1999 succeeding HRH The Duke of Edinburgh. He is now Vice President Emeritus, WWF International.

He served as Pakistan's Minister of Finance, Economic Affairs & Planning in 1993.

He received honours and awards from the Government of Sweden, the Netherlands, an OBE from Britain (1997), and was awarded an Honorary Doctorate Degree of Laws from McGill University, Montreal, Canada (1997).





## **SALAHUDDIN KASEM KHAN**

**Bangladesh**

**Chairman Aktel**

Salahuddin Kasem Khan is the present Chairman of AKTEL. Mr. Khan is a founder Director of AKTEL a Joint Venture between Telekom Malaysia and A.K Khan & Co. Ltd. Managing Director of A.K. Khan & Co. Ltd., Chairman of Coats (Bangladesh) Ltd. and Director of Bengal Fisheries Ltd., joint ventures with multinational companies from U.K and Japan.

Mr. Khan born on 12.08.1947 in Chittagong and did his schooling from Aitchison College, Lahore, 1964 and graduated from the University of Punjab in 1968 and did Higher Legal Studies in London (1969-1972).

Mr. Khan is former President of the Bangladesh-Malaysia Chamber of Commerce and Industry (BMCCI). He is former Chairman of Bangladesh Textile Mills Association (1988-1990); BTMA is a leading National Industrial Association. Elected 1<sup>st</sup> Chairman, Textile Council of Islamic Countries (TCIC) at the Islamic Chamber General Assembly K.L 1993; Founder Director of the Chittagong Stock Exchange; Member, National Council for Industrial Development (NCID) headed by the President (1988-90); Member, Task Force on Industrial Policy, Ministry of Planning, GOB (1990); Former Chairman of UCEP-Bangladesh Board of Governors; and present Chairman, UCEP Chittagong Advisory Council.

He was appointed Honorary Consul General of the Republic of Turkey, Chittagong by the President of Turkey in 1984. Mr. Khan is the Chairman of the Private Sector SEACO TASK FORCE.

Mr. Khan attended the 1975 ILO Conference, where the original proposal drafted by Mr. Khan was mooted by Bangladesh, for the formation of a “Confederation of Islamic Chambers of Commerce among OIC Countries”. He attended the 1st Conference of Islamic Chamber of Commerce & Industry in Istanbul in 1976, and became a Member of its Constitution Drafting Committee in Jeddah, 1978. The Bangladesh Draft presented by Mr. Khan, formed the basic working paper for the Islamic Chamber Constitution, and was subsequently adopted at the Islamic Chamber Conference in Karachi in 1987.

At the Islamic Chamber General Assembly, Kuwait, 1981, on behalf of the FBCCI, Mr. Khan presented a proposal on “the Commission for the establishment of the Islamic Common Market”, which was unanimously adopted at the 4<sup>th</sup> Islamic Chamber General Assembly in Jakarta, 1983.

He represented Bangladesh at the First Meeting of the Trade Promotion Organization of OIC Member States in Istanbul, 1985, and on behalf of Bangladesh, proposed the establishment of “OIC Sectoral Common Markets”. At the 9<sup>th</sup> General Assembly of the Islamic Chamber, Karachi in 1991 he moved for a resolution on “Toward an Islamic Common Market”. At the 10<sup>th</sup> Islamic Chamber General Assembly in Tehran, 1992, on behalf of Bangladesh, Mr. Khan

moved a resolution on the “Islamic Free Trade Area (IFTA)”, which was unanimously adopted.

As Bangladesh Delegate to the Indonesia-IDB Seminar, Bandung 1992, Mr. Khan moved a resolution advocating the formation of “South East Asian Cooperation (SEACO)”, amongst OIC Member States under OIC Framework. SEACO was endorsed by the 24, 28, 29<sup>th</sup> Islamic Foreign Minister’s Conference and re-endorsed by a Resolution of the 9<sup>th</sup> Islamic Summit Conference, Qatar, 2000. Mr. Khan was recently nominated as a Member of the International Advisory Panel of the World Islamic Economic Forum, Putrajaya, Malaysia 2005.



## **SELCUK ERDEN**

**Turkey**

**Region Manager, Southern Eurasia Region, The  
Coca-Cola Company**

Selcuk Erden is the Region Manager of the Southern Eurasia Region covering ten countries: Afghanistan, Armenia, Azerbaijan, Georgia, Kazakhstan, Krygyzstan, Pakistan, Tajikistan, Turkmenistan and Uzbekistan. In this role, Selcuk manages a team that composes of marketing, operations, finance, technical, legal, human resources and public affairs functions and associates. The Head Office is at Istanbul (Turkey) with country offices at Almaty (Kazakhstan), Baku (Azerbaijan), Lahore (Pakistan) and Yerevan (Armenia). In each one of these ten countries, except for Tajikistan, there is a bottling operation where an independent bottler manufactures, distributes and sells the products.

Previous to this position, between 1996 and 2002, Selcuk was a business development consultant performing several projects for The Coca-Cola Company. Among these, starting the Turkmenistan operation from scratch (identifying local partners, privatizing an existing facility, setting up a joint venture company, organizing and following the investment and starting up the operation), conducting a vending study in Turkey, starting the Tajikistan distribution operation from scratch, and working on projects involving Uzbekistan and Georgia were the major things accomplished for The Coca-Cola Company.

**OPPORTUNITIES IN INFORMATION,  
TELECOMMUNICATIONS AND  
OUTSOURCING – NEW GROWTH  
MODEL**



## **H.E. DR NAGUIB SAWIRIS**

**Egypt**

**Chairman and Chief Executive, ORASCOM  
Telecom**

Since his appointment with Orascom began in 1979, Naguib Sawiris has continuously contributed to the growth and diversification of the company into what it is today – one of Egypt's largest and most diversified conglomerates with the largest market capitalization.

Mr. Sawiris established and built the railway, information technology, and telecommunications sectors of Orascom. The extraordinary success of these ventures as well as the other sectors of the company led to the management decision to split Orascom into separate operating companies. Hence, in late 1997 Orascom Telecom Holding S.A.E. (OTH) and Orascom Technology Systems (OTS) were established and chaired by Mr. Sawiris.

As Chairman and CEO of OTH, Mr. Sawiris led the growth of the company at a rapid pace, to be the leading regional telecommunications player, operating GSM networks in 7 different countries in the Middle East, Africa, and the Indian Subcontinent with over 30 million subscribers as of December 31, 2005, in addition to a number of Internet Service Providers (ISPs), and satellite service providers serving a population of 500 million people, with an average penetration rate of 9.5%. In addition, Mr. Sawiris is Chairman of the Board of Wind Telecomunicazioni S.p.A., Weather Investments S.a.r.l and the Egyptian Company for Mobile Services (ECMS).

Mr. Sawiris is a Board member of the GSM Association representing Orascom Telecom Holding since January 2003. He is a member of the newly formed International Advisory Committee to the New York Stock Exchange Board of Directors (IAC). Mr. Sawiris has been appointed to jointly chair the Italian-Egyptian Business Council for 2006-2007 periods. He is also a member of both the Board of Trustees and the board of Directors of the Arab Thought Foundation, a board of Trustees member and Head of the Financial Committee of the French University in Cairo, a board member of the Egyptian Council for Foreign Affairs, the Consumer Rights Protection Association and the Cancer Society of Egypt.

Mr. Sawiris holds a diploma in Mechanical Engineering with a Masters in Technical Administration from the Swiss Institute of Technology, ETH Switzerland and a Diploma from the German Evangelical School, Cairo, Egypt. Mr. Sawiris is married, with four children and lives in Cairo, Egypt. He speaks Arabic, English, German and French.



## **TANRI ABENG**

**Indonesia**

**Chairman Telkom Indonesia**

In March 1998 Tanri Abeng was appointed as Indonesia's first Minister for State-Owned Enterprises and given the challenge not only of restructuring the State sector but also of creating, from scratch, the new ministry to undertake the task. He launched a program to restructure the state-owned enterprises, to increase their productivity and unlock their value, which was completed before President Habibie's cabinet was resolved end 1999.

Tanri Abeng's experience in formulating a coherent plan for state-owned enterprise reform is part of his involvement, for more than three decades, with multinational, regional and national corporations. He has held top executive positions in Indonesia for Union Carbide (USA), Heineken (Netherlands), Bakrie & Brothers and has held non executive positions in other companies; including BAT (United Kingdom), BATA (Canada) and Asia Pacific Breweries (Singapore). Tanri was also an Elected Member of People's Consultative Assembly from 1990 – 1998. Since leaving government, Tanri has been active in the field of developing cross cultural leadership skills for the benefit of future private and public sector leaders in Indonesia and the Asia pacific region, through the Executive Center for Global Leadership. Tanri is currently the Chairman of PT Telkom, the largest listed company in Indonesia. A graduate of State University of New York in Business Administration, Tanri also completed an Advanced Management Program at Claremont Graduate School, USA.



## **YUSOF ANNUAR YAACOB**

**Malaysia**

**Chief Executive Officer, TM International Sdn Bhd**

Yusof Annuar bin Yaacob , 40 years old , is a Chartered Accountant by profession and a Member of the Chartered Institute of Management Accountants and Malaysian Institute of Accountants. Yusof has had both investment banking and corporate management experience throughout his career. His investment banking career included stints at S.G. Warburg & Co (now known as UBS), ING Barings Securities and the Merrill Lynch & Co affiliate in Malaysia. Prior to his appointment, he was an Executive Director at OCB Berhad and was a Board member of a number of other public listed companies.

Yusof started his career when he joined Landmarks Berhad as an Accountant in 1988 and was involved in the restructuring of Landmarks Holdings Berhad that had led to the listing of the restructured Company on the Kuala Lumpur Stock Exchange. As a result of the exercise , it is worth to note that ,Landmarks subsequently acquired Saujana Resort Berhad , its share in Shangri-La Hotels Malaysia Berhad (SHMB) and ultimately the SHMB's listing on the Main Board of the Kuala Lumpur Stock Exchange. While in Landmarks , Yusof was also appointed as the Company Secretary to all of Landmarks subsidiary companies . Then from 1992 until 1995 , he joined S.G Warburg & Co. as Associate Director with the primary responsibilities that include equity research as part of the Global Banking and Telecommunications Team . While in UBS Warburg , Yusof and his UBS Warburg team were responsible for the Investment Banking origination for Malaysian players such as Petronas and the Malaysian Development Finance Berhad.(MIDF ).This culminated in the placement of MIDF shares owned by the Commonwealth Development Corporation to foreign institutions .

In 1995 Yusof joined ING Barrings Securities in Singapore on the Equity Sales and Trading Desk. Later Yusof Annuar bin Yaacob left for Merrill Lynch & Co. in 1997 and was subsequently seconded to Smith Zain Securities Sdn Bhd as an Executive Director. Between 1999 to June 2005, Yusof served Denko and later OCB Berhad as Executive Director.

Yusof Annuar Yaacob is currently the Chief Executive Officer of TM International Sdn Bhd and sits on various Board committees within the TM Group. Yusof is also the Board Director for OCB Berhad( 2001 - current ) and Can-One Berhad (2001-current ).



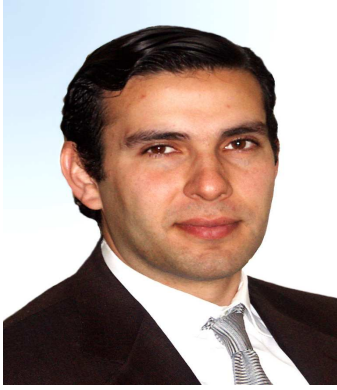
## **LEONIDAS GEORGIADES**

**Director Teradata Solution, NCR Corporation**

Leon has 25 years of ICT experience across Sales / Industry Management and Professional Services roles at NCR , and AT&T Global Information Solutions. For the past 10 years he has been leading the development of the Teradata market in MEA which currently exceeds 50 customers. He is experienced in leading cross functional teams to deliver information-driven business improvement and more effective business decisions and execution through the strategic and operational use of enterprise data warehouses and business intelligence analytics. He has worked with major customers in the Telecommunications, Financial Services, Airlines and Government industries across MEA.

He is a Greek and Australian national, currently residing in Cyprus. Married with two children. He studied Electrical Engineering at University of Southampton (UK) and Industrial Management at UNSW (Australia).





**ZIA CHISHTI**

**USA**

**Align Technologies**

Prior to co-founding TRG, Mr. Chishti was the Chairman & CEO of Align Technology (NASDAQ: ALGN), a Silicon Valley based medical device and technology company which he founded in 1997. While at Align, Mr. Chishti raised over \$250 million in capital including an initial public offering in January 2001 and led the company from a concept to a global business with \$1 billion in market capitalization, \$100 million in revenue, and 1,000 employees in fifteen countries. He also developed Align's strategy of offshoring manufacturing and business services, which resulted in the location of approximately 700 employees at offshore facilities in Pakistan, Dubai, Mexico and Costa Rica. Prior to founding Align, Mr. Chishti worked for Morgan Stanley & Co. in both New York and London where he specialized in mergers and acquisitions for financial institutions.

Mr. Chishti received his MBA from Stanford University's Graduate School of Business and his AB from Columbia University.



## **ARVE JOHANSEN**

### **SEVP Telenor Group**

Mr. Arve Johansen is Deputy CEO of Telenor Group and Head of all Telenor activities in Asia.

Mr. Johansen joined Telenor in 1989 and has held a number of positions in the Group. He has served as Senior Executive Vice President and Head of Mobile from 1999 to 2005 and was Chief Executive Officer of Telenor International AS from its inception in 1993 to 1999. Prior to joining Telenor, Mr. Johansen was employed at EB Telecom (Ericsson Norway), where he served as Executive Vice President and at the Norwegian Institute of Technology, as a research engineer at ELAB.

Mr. Johansen received his M.Sc in Electrical Engineering (Telecommunications) from the Norwegian Institute of Technology in 1973 and participated in the Program for Management Development at Harvard Business School in 1988.

Currently he is the Chairman and Director of several companies in USA, Russia, Thailand, Bangladesh, Pakistan, Malaysia and Norway. Mr. Johansen is also a member of the GSM Associations Board of Directors.

**OPPORTUNITIES IN  
INFRASTRUCTURE DEVELOPMENT –  
PUBLIC PRIVATE PARTNERSHIP FOR  
SUCCESSFUL IMPLEMENTATION**



## **H.E DR. ANWAR-UL-HAQ AHADI**

**Afghanistan**

**Finance Minister, Afghanistan**

### **Short biography of the Minister Professor Anwar-ul-Haq Ahadi**

Professor Anwar-ul-Haq Ahadi, son of Qazi Abdul Haq, was born in 1951 in the Sarobi district of Kabul province.

Prof. Ahadi completed his primary and secondary education at Hibibiya High School in Kabul. He earned his Bachelors and Masters Degrees in Economics and Political Sciences from the American University of Beirut in Lebanon. He also obtained a Masters Degree in Financial Affairs and Management as well as a Doctorate in Political Sciences from the Northwestern University in the United States.

Prof. Ahadi served as Assistant Professor of Political Sciences at Carlton University in 1984. He worked as Banking Director at the Continental Elona Bank of Chicago from 1985 to 1987. He was then Professor of Political Sciences at Providence University from 1987 to 2002. From 2002 to December 2004, Prof. Ahadi served as the Governor of Da Afghanistan Bank. In December 2004, he was appointed Minister of Finance in the new government of President Karzai.

Prof. Ahadi has published various articles and essays in national and foreign academic journals, bulletins and newspapers as well as several academic books.



## **H.E. MOHAMED ALI ALABBAR**

**UAE**

**Chairman Emaar Group**

Mr. Alabbar is the Chairman of EMAAR, the region's largest property development public joint stock company with an equity base of US\$1.5 billion, in which the Government of Dubai holds a stake of more than 30 per cent. He has been instrumental in transforming Dubai's real estate environment into the most vibrant lifestyle property market in the Middle East.

He is also the Director General of the Department of Economic Development (DED) Government of Dubai and a member of the Dubai Executive Council is closely associated with the fast track development in Dubai. He is one of the key prominent Arabs who were amongst the world's top 50 economic personalities in 1996. He earned enormous reputation for his initiative in creating the annual month-long Dubai Shopping Festival (DSF). His remarkable capabilities came to light early in his career when having graduated from the University of Seattle, USA with a Bachelor's degree in Finance and Business Administration (1981), he took up his first appointment at the Central Bank of the UAE as Manager of the Banking Supervision Department. With his next position as the Director and General Manager of Al Khaleej Investments, a company owned by the Government of Dubai with significant real estate interests in Singapore, Mr. Alabbar established his presence firmly on the financial scene.

Under Mr. Alabbar's able guidance, the DED, which he set up in 1992, has met with notable success in its move to open doors to the private sector, initiate innovative public policies to strengthen the trade and business segments and establish a culture of transparency and openness. Dubai Government's commitment to quality has also received a boost with the establishment of the Dubai Quality Award, while the retail and tourism sectors continue to be re-energized through a series of focused annual festivals, including the DSF and the Dubai Summer Surprises (DSS).

Mr Alabbar is also a member of the board of the UAE Stocks & Commodities Authority.



## **ABDUL RAZAK DAUD**

**Pakistan**

**Chairman Descon Pakistan**

Abdul Razak Dawood is Chairman of Descon, which is involved in Engineering and Construction, Chemicals, Trading and IT.

Razak Dawood graduated in Engineering from Newcastle University, UK and then did his MBA from Columbia University, NYC, USA in 1968.

Razak Dawood was the Federal Minister in the previous government and held the portfolio of Commerce, Industries, Production and Investment from November 1999 till November 2002.

He was the Managing Director of Lawrencepur Woollen Mills from 1968-1972. He was the Managing Director of Dawood Hercules Chemicals Limited from 1973 till 1981.

In 1981 he was transferred to Descon Engineering and since then he has been with Descon.

Descon Engineering is perhaps the first Pakistan Multinational and is operating in 5 countries and has 7 overseas offices and 4 overseas manufacturing units. It has over 14000 employees and 50% of those are working overseas. Descon's employees include 20 nationalities working in Pakistan and abroad.

Mr. Razak Dawood has been involved in higher education for many years. He was a visiting faculty at the Department of Business Administration of the University of Punjab from 1975 till 1981. He is one of the founders of the Lahore University of Management Sciences and has been its Rector since inception.

He was Chairman of the Lahore Chapter of Management Association of Pakistan.

He was a trustee for the first 10 years since its inception of the Shaukat Khanam Memorial Hospital.

He is a Trustee of CARE Foundation, a charitable Trust, which manages primary and secondary studies, for the less privileged in our society.

A group of leading businessmen recently formed the Pakistan Business Council as a think tank to advise the government and help integrate our economy with outside institutions. Razak Dawood is the Chairman of this Business Council.



## VINCE HARRIS

**Regional Managing Director Asia, Asia  
International Power plc. Ex- CEO HUBCO**

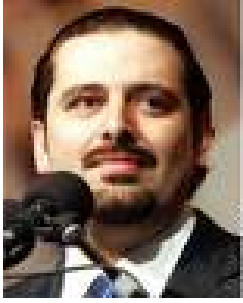
VINCE HARRIS is a graduate from The University of Aston in Birmingham, UK, with a First Class Honours degree in Mechanical Engineering.

He joined International Power plc, formerly National Power and its predecessor state-owned Central Electricity Generating Board of the United Kingdom, 38 years ago.

A Chartered Engineer, Member of the British Institutes of; Mechanical Engineers, Energy and Chartered Management he held a series of engineering and senior management positions in power stations, corporate headquarters and Managing Director of one of first major Cogeneration businesses in the United Kingdom for over 25 years before working overseas in China based in Beijing, Malaysia, Indonesia and Pakistan

In Pakistan Vince was based in Karachi for four years until December 2004 as CEO of the Hub Power Company Ltd ("Hubco"), a listed Company on the Pakistan Stock Market which represents a US\$1.6 billion international investment in Pakistan's power sector.

Vince has since worked in Singapore as International Power's Regional Managing Director for Asia and is on the Board of Directors of the The Hub Power Company, The Kot Addu Power Company and Owners Committee of the Uch Power Company in Pakistan, Malakoff IPP group in Malaysia and President Commissioner of Paiton Energy.



## **SAADEDINE RAFIC HARIRI**

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**Director, Islamic Development Bank, Kuala Lumpur General Manager, of Saudi Oger Ltd.**

Saadeddine Rafic Hariri is the Director, Islamic Development Bank, Kuala Lumpur, and also General Manager of Saudi Oger Ltd. and a member of the board of directors, and the Chairman of Oger Telecom.

He is also the Chairman & Board Member of Saraya Holdings. He has an extensive experience in telecommunications activities, including GSM in the Kingdom of Saudi Arabia, Internet services (ISP) and various other services including pre-paid card services, a teleport project, private multi-media networks.

(ISDN-based, with integrated voice/data/image/video conferencing), INMARSAT services, and others. In addition to his corporate role, he has major personal investments in telecommunications and IT, some of which he personally manages.





## **S. HIRASHIMA**

**Japan**

**Professor Emeritus, Meiji Gakuin  
University, S.I. Project Formulation  
Advisor, JICA Pakistan Office**

Born in 1936, Professor Shigemochi Hirashima holds a bachelors degree from Osaka University of Foreign Studies. He received the privileged Fulbright scholarship in 1966-1969. He did his Masters in 1968 and later his doctorate in 1974 from Department of Agricultural Economics, Cornell University USA.

Prof. Hirashima has done extensive research on development and agricultural economics. For a very long time from 1960 to 1988, Prof. Hirashima worked as Research Economist at Institute of Development Economics (IDE), Tokyo, Japan. Currently he is serving as a Professor at Faculty of International Studies, Meiji-Gakuin University, Japan. He has also worked as a Senior Economist at Asian Regional Team for Employment Promotion of International Labor Organization (ILO).

Mr. Hirashima holds a strong grip over the development issues of South Asian region. Along with many other books, Mr. Hirashima is also the author of the book 'Rural Poverty and Landed Elite: South Asian Experience.' Additionally, he has contributed many academic research papers on South Asian economic development. Within South Asia, Mr. Hirashima specifically has been associated with Pakistan and its economic development. He has worked as an area specialist on Pakistan at Institute of Development Economics (IDE), Tokyo in 1960. He has also been a Visiting Research Fellow at Social Sciences Department, Punjab University Lahore, Pakistan and later at Faisalabad University's Department of Agricultural University, Pakistan. In 1990, he has appointed as the Chairman of Research Committee of Japanese Official Development Assistance (ODA) to Pakistan, through Japanese International Cooperation Agency (JICA). His published book 'Land Reforms in West Pakistan' was greatly publicized. Moreover, he has done extensive research work on Indian agricultural economy and has many journal papers to his credit.



## **MARCUS FEDDER**

**United Kingdom**

**Chairman The International Infrastructure  
Financing Fund**

Marcus Fedder, a German national, is a banker with 21 years of experience, having held senior positions at several institutions including the Toronto Dominion Bank, the European Bank for Reconstruction and Development (EBRD), the World Bank, the Canadian Imperial Bank of Commerce (CIBC) and Deutsche Bank. At the Toronto Dominion Bank he was responsible as a Vice Chairman for all of TD Securities' businesses in Europe and Asia-Pacific, and held global responsibility for Structured Arbitrage. As the Treasurer of EBRD he was responsible for the investment of the bank's liquid assets of US\$10 billion, the funding, asset & liability management and client advisory. At the World Bank he advised Governments and Central Banks on debt management and asset & liability management. At CIBC he was responsible for derivatives in London. Prior to that he worked in capital markets at Deutsche Bank, where he started his career. Marcus holds a PhD in Politics/Strategic Studies from Berlin and post grad degrees in International Relations from LSE and Cambridge. He is a trustee of the charity FLAME which runs schools in Pakistan, and an active supporter of UNICEF.

The International Infrastructure Financing Fund 2(if) is the Infrastructure Fund which is being set up by partners in Dubai and Karachi. The Fund will invest in infrastructure projects and related industry in Pakistan through private equity investments. The primary objectives of the Fund will be to capitalise on the high level of projected infrastructure development opportunities in Pakistan in the following sectors: Power, Energy & Natural Resources, Transportation, Water & Sanitation as well as Finance and Telecoms. The Fund will offer investors a unique opportunity to participate in private equity investments in Pakistan's fast-growing economy. The Fund will invest in greenfield projects, privatisations, buy-outs and the restructuring or expansion of existing infrastructure facilities.

# **MANAGING ENERGY DEMANDS – THE NEWS GLOBAL ENERGY PARADIGM**



## **H.E. I. ALI AL-NAIMI**

**Kingdom of Saudi Arabia**

**Minister of Petroleum & Natural Resources**

H.E. Ali Ibrahim Al-Naimi was appointed Minister of Petroleum and Mineral Resources on August 2, 1995. Prior to that Mr. Al-Naimi was the President and Chief Executive Officer of the Saudi Arabian Oil Company (Saudi Aramco)

He was born in 1935 in Saudi Arabia's Eastern Province. In 1947, at the age of 12, Mr. Al-Naimi started working for what was then Aramco, the Arabian American Oil Company. In 1953, after two years of full-time schooling sponsored by the company, he became an assistant geologist in Aramco's Exploration Department.

In training programs between 1956 and 1963, he studied at International College in Beirut and the American University of Beirut before attending Lehigh University in Pennsylvania and Stanford University in California. He received a BS degree in geology from Lehigh University in 1962 and an MS degree in the same subject from Stanford University in 1963.

On his return to Saudi Arabia, he worked from 1963 to 1967 in Aramco's Exploration Department as a hydrologist and a geologist. From 1967 to 1969 he worked in the company's Economics and Public Relations Departments and the Abqaiq Producing Division.

He rose through the ranks of the company's oil operations in the Eastern Province, from foreman to assistant superintendent, and from superintendent to manager. He became a vice president in 1975, a senior vice president in 1978, and was elected an Aramco director in 1980.

In 1982, Mr. Naimi became executive vice president, Operations. He became company president in 1984 and chief executive officer in 1988.



## **DATO PADUKA TIMOTHY ONG TECK MONG**

**Brunei**

**Chairman, Brunei Economic Development Board**

Dato Timothy OngTeck Mong is a leading Brunei businessman who is also the Acting Chairman of the Brunei Economic Development Board established by the Brunei government to promote foreign direct investment into Brunei Darussalam. His many business roles include being Chairman of BruCapital Holdings, Co-Chairman of The Edge Asia Inc, Chairman of Asia Inc Forum, Chairman of Hotel Associates, Deputy Chairman of National Insurance Company of Brunei Darussalam and independent director of Singapore Petroleum Company.

Dato Ong is active in public affairs in Brunei and abroad. He was Chairman of the APEC Business Advisory Council (ABAC) in 2000 and Co-Chairman of ABAC in 2001. He represented Brunei in the APEC Eminent Persons Group (EPG) from 1993 to 1995 and was Chairman of the 23rd ASEAN-Japan Business Meeting. In 2003, he served as Co-Chairman of the APEC CEO Summit 2003 in Thailand and as Deputy Chairman of the Pacific Economic Cooperation Council (PECC). He was Senior Advisor to the APEC CEO Summit in Santiago, Chile in 2004 and is an Advisor to the APEC CEO Summit in Hanoi in 2006.

Dato Ong sits on a number of regional councils including the Asian Advisory Board for Prudential Financial Inc, the Asian Institute of Management (AIM), the Pacific Basin Economic Council (PBEC), the East-West Center, the Commonwealth Business Council and The Nature Conservancy.

Dato Ong is the recipient of a number of state honours including most recently, on His Majesty's 60th birthday, the Most Honorable Order of Seri Paduka Mahkota Brunei (DPMB) which confers the title 'Dato Paduka'. He was conferred the Award of Commander of the Order of Bernardo O'Higgins by the President of Chile in 2000 for his contribution to regional economic cooperation.

Dato Ong read Economics and Political Science at the Australian National University where he graduated with B.A. (Honours) in 1976 at the top of his class. He obtained an M.Sc. (with Distinction) in International Relations from the London School of Economics in 1982.



**MOSCONI JEAN-JACQUES**

**France**

**Senior Vice President Refining & Marketing,  
TOTAL**



## **TAN SRI DATO SRI MOHD HASSAN MARICAN**

**Malaysia**

**President & Chief Executive Officer-PETRONAS**

Tan Sri Dato Sri Mohd Hassan Marican, is the President and Chief Executive Officer of Petroliam Nasional Berhad (PETRONAS). A Fellow of the Institute of Chartered Accountants in England and Wales, as well as a member of the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountants, he was appointed President and CEO of PETRONAS in February 1995.

Tan Sri Dato Sri Mohd Hassan is a member of the PETRONAS Board of Directors, and Chairman of two public listed companies under the Group, namely PETRONAS Gas Berhad and MISC Berhad. He is also the Chairman of Engen Limited, South Africa's leading oil refining and marketing company, a subsidiary of PETRONAS.

Beyond PETRONAS, Tan Sri Dato Sri Mohd Hassan is a board member of Central Bank of Malaysia and a member of the board of Malaysia -Thailand Joint Authority, which oversees petroleum development in the overlapping area between Malaysia and Thailand. He is also a member of the International Investment Council for the Republic of South Africa.

Tan Sri Dato Sri Mohd Hassan is an Energy Governor for the World Economic Forum (WEF) as well as a member of the WEF's Council of 100 Leaders. He is also a member of the Commonwealth Business Council.

Petroliam Nasional Berhad (PETRONAS) is a fully integrated national oil and gas company of Malaysia. Business activities include exploration and production, LNG, gas processing and transmission, petroleum refining, petrochemicals, downstream marketing and trading, logistics and maritime.



## **SALMAN ZAHEER**

**Sector Manager Energy, South Asia Region  
Washington D.C**

Salman Zaheer is the World Bank's Sector Manager for its South Asia energy program covering Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka. Until recently he was the Lead Energy Specialist for the Bank's India energy program. Over the last 12 years with the World Bank, he has provided investment and advisory services to support energy sector reform and development efforts in Eastern Europe and the former Soviet Union, India and Bangladesh. Prior to joining the World Bank, Mr. Zaheer worked in the private sector in the USA and internationally, as a business development manager in the chemical and petrochemical industry, and as a process and technical service engineer. Mr. Zaheer has a Bachelor's of Science degree from the Delhi University, and graduate degrees in Business Administration, Economics and International Relations.





## **NEJIB ZAAFRANI**

### **Regional Vice President, Strategic Alliances Middle East, Caspian and South - SHELL**

Nejib Zaafrani is responsible for building relationship with stakeholders in the Middle East, Caspian and South Asian region. His prime focus is positioning Shell for developing new business opportunities with the major hydrocarbon resource holders. He is also championing with The New Business Development Team the Strategic Alliances in the ME region.

Nejib is based in Dubai, where he leads a diverse team of stakeholder relations' professionals. He took up this position in September 2003 after working for two years in EPM The Hague as Vice President New Business Development in the Middle East and Regional Business Advisor for Abu Dhabi. Nejib graduated in 1977 with a Master degree in Physics from the University of Sciences in Paris and a Petroleum Engineering Degree from ENSPM – IFP in 1978.

His Shell's career started in 1980 in Petroleum Engineering and Reservoir Engineering, after working for couple of years for the Tunisian National Oil Company, ETAP. Nejib worked predominantly in the Exploration and Production world, has spent 16 years on the Middle East and has also had assignments in Brunei and the Netherlands. Prior to returning to The Hague in 2001, he has been Deputy Managing Director of Shell Abu Dhabi, Regional Business Advisor to the Business Director Middle East & Africa, and has held multiple technical positions in head office, Shell Operating Units and Joint Ventures. He was Shell lead representative in Board Advisory Committees and a member of the Board of Directors of JVs (ADCO and GASCO), ADPC and Shell Petroleum Development Libya. He is a member of the World Energy Council-Clean Fossil Fuel System (CFFS) committee and the society of Petroleum Engineers (SPE).

Married with a daughter and a son, his hobbies include a wide range of sports, social and cultural activities, travel and history.

Shell is a global group of oil, gas and petrochemical companies with a broad portfolio of renewable energy interests. Operating in over 140 countries and territories and employing approximately 109,000 people. Shell's aim is to meet the energy needs of society, in ways that are economically, socially and environmentally sustainable.

Shell EP International Ltd. for the Middle East, Caspian and South Asia region is located in Dubai, United Arab Emirates.



## **MUKHTAR AHMED**

**Pakistan**

**Advisor to the Prime Minister of Pakistan on Energy**

Mr. Ahmed is a Chemical Engineer by training (University of Edinburgh, UK) with over 36 years of work experience in the energy sector. Mr. Ahmed has spent about 20 years in the energy industry (mainly downstream oil and gas), with private and public sector entities, in the UK and Pakistan. This period includes about 3 years as the Managing Director/Chief Executive Officer of a large integrated gas company in Pakistan. Mr. Ahmed has worked with the Asian Development Bank (ADB) in Pakistan and the Philippines for about 16 years. With the ADB, Mr. Ahmed has been involved in policy formulation, institutional capacity building, and project development work in a number of ADB's developing member countries. Mr. Ahmed has been Advisor to the Prime Minister on Energy since May 2005. In this capacity, Mr. Ahmed advises on energy sector policy and planning, assists with investment promotion, and coordinates the development of major energy infrastructure projects. Mr. Ahmed has represented the Government of Pakistan at a number of professional forums.

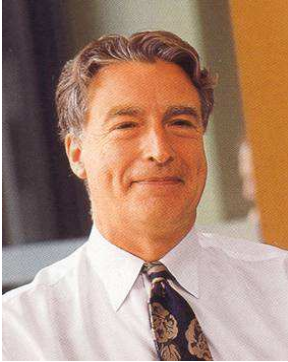
**LEVERAGING THE GLOBAL SUPPLY  
CHAIN FOR COMPETITIVE  
ADVANTAGE & VALUE CREATION**



**THOMAS MARTIN HUEBNER**

**Switzerland**

**CEO Metro Cash and Carry International GmbH**



## **IAN C. BUCHANAN**

### **Australia**

**Senior Executive Adviser to, and former Regional Chairman of Booz Allen Hamilton Australia, New Zealand & SE Asia (ANZSEA)**

Director of leading Australian National Security technology company, The Distillery and The Great Barrier Reef Research Foundation. Asian Management Advisory Council and International Advisory Panel of (ASX Listed) IAG; Asian Advisory Council, Mallesons Stephen Jaques; Chairman of AGSM's Centre for Corporate Change.

Advisory Boards of: NICTA (Australia's National ICT Initiative); AGSM; The Executive Centre for Global Leadership (ECGL), Indonesia; Asian Strategy & Leadership Institute (ASLI); and the only non Muslim on the Advisory Board of the World Islamic Economic Forum.

Director of (KLSE Listed) Southern Bank Bhd, Malaysia; General Electric (GE) SE Asia and Indochina (only non-Asian member); Computer Power Group (ASX listed); Volvo Car Asia; The Australian Artificial Intelligence Institute (AAIL); GL Holdings Bhd (KLSE & SES listed); Singapore National Computer Board (NCB); Asian Division of the Pacific Asia Travel Association (PATA); USAID Regional Environment Program; Board of Governors of the American Business Council of Singapore and an active adviser to numerous SE Asian Government Economic Planning Committees.



**SAQUIB H. SHIRAZI**

**Pakistan**

**Chief Executive Officer, Atlas Honda**



## **EHSAN MALIK**

**Pakistan**

**CEO Unilever Pakistan**

Ehsan Malik was appointed Chairman of Unilever Pakistan Limited and Rafhan Best Foods Limited with effect from 1<sup>st</sup> September 2006.

From 2001 to August 2006 Ehsan was Chairman and CEO, Unilever Sri Lanka Limited. His earlier international appointments included: Finance Director Unilever Mashreq, covering Egypt, Lebanon, Jordan, Syria and Sudan (1997 – 2001); and Special Investigations Manager in Unilever's Head Office in London (1995-1997). These preceded senior commercial and financial roles at Unilever Pakistan. Prior to joining Unilever, he held a senior position in media. Ehsan is a Fellow of the Institute of Chartered Accountants in England and Wales and an alumni of the Wharton and Harvard Business Schools.

Ehsan is married and has three children. His passion is Golf.

Unilever Pakistan and Rafhan Best Foods, both members of the Unilever Group together rank as Pakistan's largest consumer products businesses. They enjoy leading market positions in Home and Personal Care, Foods, Ice Cream and Beverages. In addition to employing 1,700 people, several thousand are engaged by third parties in activities on their behalf. With four manufacturing units and an extensive distribution system, Unilever in Pakistan is the highest tax payer amongst FMCG companies. Globally, Unilever operates in 80 countries with a mission to add vitality to life through brands that make people feel and look good.





## **MIRZAN MAHATHIR**

**Malaysia**

**Chairman Konsortium Logistik Berhad Malaysia**

**MIRZAN MAHATHIR** is the founder and President of the Asian Strategy & Leadership Institute (ASLI) since 1993.

Through his vision and commitment to developing international partnerships, strategic thinking and leadership, ASLI is now recognised as Malaysia's foremost conference organizer and knowledge channel. ASLI also facilitates high-level interaction between government and the business community through its conference, research, and business council programmes.

He is the Executive Chairman of Konsortium Logistik Bhd; Executive Chairman of Sabit Sdn Bhd; and Director of Dataprep Holdings Bhd. Prior to this, he was an Associate, Investment Banking for Salomon Brothers, Hong Kong Ltd (1989-1990); and an Associate Proprietary Equity Trading with Salomon Brothers Inc. New York from 1988 to 1989.

He is the co-Chairman of the Malaysia British Business Council. He is a member of the Malaysian South-South Association, a Vice Chairman of the Malaysian Shipowners Association, and the President of the Container Hauliers Association of Malaysia. He is the founder and Chairman of Malaysian Youth Orchestra Foundation.

Mr Mirzan is a graduate of the Brighton Polytechnic in England with a Bachelor of Science (Honors) in Computer Science. He completed his Masters in Business Administration at the Wharton School, University of Pennsylvania.

# **TOURISM – THE NEXT GROWTH INDUSTRY**



## **ALI RAZA ARSLAN**

**Turkey**

**Vice Cahirman, MUSIAD**

Ali Raza Arslan, a Turkish national is currently the President of EMSAS Construction Tourisn Trade & Ind. Corp.

The company was established in 1980 and has been awarded the Certificate of Appreciation by the Istanbul Chamber of Commerce 63rd Outstanding Exporter for 2001 and 53rd Outstanding Exporter for 2002.

EMSAS has reconstructed the historical Minsk Hotel Complex and was awarded the best projects for 2002 in Belarus.

He is also affiliated with the following organizations:- DEIK – Foreign Economic Relations Board); Chairman of Turkish-Uzbek Business Council; Founder and Co-Chairman of Turkish-Mangolian Business Council; MUSIAD – (Independent Industrialists and Businessmen’s Association), Board Member; TABA – (Turkish American - Business Association); Turkish-American Business Forum; Turkish Contractors Association; TYD – (The Turkish Tourism Investors Association); Istanbul Chamber of Commerce; Union of Exporters; - Turkish Wrestling Federation, Board Member; and ARI – (Association for Intellectual and Social Development).

An electric-electronic gradate, Mr. Ali Riza has tertiary education from Middle East Technical University / Ankara and Black Sea Technical University / Trabzon.



## **DATO' DR. MOHAMED MUNIR ABDUL MAJID**

**Malaysia**

**Chairman of Malaysia Airlines**

Dato' Dr Munir Majid is Chairman of Malaysia Airlines and PECD Berhad, a leading construction company. He also sits on the Board of Saujana Resorts (M) Berhad.

He obtained a B.Sc (Econ) from the London School of Economics and Political Science (LSE) in 1971. Here he also obtained his Ph.D in International Relations in 1978. He taught at the Department of international Relations in LSE from 1972-1975. He was research analyst for Daiwa Europe NV in London from 1975-1978.

Dr Munir joined the New Straits Times Press (NST) in 1979 as leader writer and progressed to become Group Editor. During his time at the NST, he published numerous articles on national and international politics, and economics. He left NST in 1986 to become CEO of a small merchant bank, Pertanian Baring Sanwa (PBS), whose name he changed to Commerce International Merchant Bankers (CIMB) which was then transformed into one of Malaysia's leading merchant banks. He was invited by the Government of Malaysia to establish and become the first and founding Executive Chairman of the Securities Commission in 1993, where he served for two terms until 1999. In 1997, he received the Cranfield Management Excellence award. After leaving the Securities Commission, he served as Senior Independent Non-Executive Director of Telekom Malaysia Berhad for 4 years until June 2004, and was Chairman of its mobile subsidiary Celcom (M) Berhad from 2002-2004. In June 2004, Dr Munir joined the Malaysia Airline System Berhad Board of Directors and later in August 2004 was appointed as Non-Executive Chairman of Malaysian Airline System Berhad.

He has served on various governmental boards and committees, such as Malaysian Industrial Development Authority (MIDA), Kuala Lumpur Stock Exchange (KLSE), Foreign Investment Committee (FIC), as well as various private sector companies and organizations such as Kuala Lumpur Options and Financial Futures Exchange (KLOFFE), Council of the Association of Merchant Banks Malaysia (AMBM), Malaysian International Chamber of Commerce and Industry (MICCI). He is the founder President of the Kuala Lumpur Business Club and was appointed by the Malaysian Institute of Management to be a member of its Court of Fellows in May 2004.

In December 2005, he was made an Honorary Fellow of the London School of Economics and Political Science.

Dr Munir presently also occasionally lectures for the Toronto Centre for Leadership in Financial Market Regulation where he sits on the Advisory Board for Securities Market Regulation. He is a member of the International Institute for Strategic Studies (IISS) in London. He conceived a TV programme, Fast Forward, on Radio Television Malaysia (RTM)1, which he has hosted.

Born in Penang in 1948, Dr Munir received his early education at St Mark's Primary School in Butterworth and the Bukit Mertajam High School. He received his upper secondary education at the Royal Military College in Sungei Besi near Kuala Lumpur where he was awarded the Commandant's Prize for being the best all-round student in 1967. He left for London the next year.

Married with three children, his hobbies are: reading (novels, history and biographies), theatre, music (classical and opera), swimming, golf and, now mostly passively but still with some fanaticism, soccer, tennis and cricket.



## **EBRAHIM PATEL**

### **South Africa**

### **Chief Executive Officer Transafrix Holdings South Africa**

Ebrahim Patel is an entrepreneur from South Africa who is involved in various businesses.

He is the Executive Director of TransAfrix Holdings, CEO of Magellan Investment Management, Managing Director of Gold Reef Towers Developers (Pty) Ltd, Director of Orchid Hotels (South Africa) (Pty) Ltd and Director of Umlhambane Coal.

Ebrahim was the past President of the South African Facilities Management Association and Provincial Chairman of the Minara Chamber of Commerce

Currently, he is the National President of the Chamber of Commerce, a member of the Minister of Trade's Special Task Team on SME's, a member of the International Advisory Panel to the World Islamic Economic Forum and Board of Governors of the Non-Aligned Movement's (NAM) Business Council. He has delivered various papers at numerous international forums and symposia. As part of his social responsibility commitment, he has produced the "Business Sense" program which aims to educate and inform emergent communities on business issues and opportunities using the medium of radio. He is member of the Steering Committee of Vision 2020 and a Mentor in the Schools Entrepreneurship Program.

Ebrahim holds a Diploma in Datametrics, Diploma in Advanced Property Practice, Diploma in Financial Management, Diploma in Islamic Finance and is currently completing a Bachelor of Commerce degree.

A keen sportsman, he enjoys squash, surfing, swimming and kite flying.

TransAfrix Holdings is a diversified industrials company formed in 1992. From its beginnings as a small trading enterprise, the company now operates in seven countries with interests in investment management, real estate development, hotels and wellness centres, coal mining, telecommunications and printing.



## **SAMIH ONSI SAWIRIS**

**Egypt**

**CEO and Chairman of the Board, Orascom Hotels and Development**

Mr. Sawiris is a Dipl. Economics Eng. from the Technical University of Berlin in 1980. In 1989 he developed El Gouna Resort, Red Sea. And, he is chairman of “Orascom Hotels & Development” after the acquisition that took place between Orascom Projects & Touristic Development (the Developer) and “Orascom Hotels Holding”, owner and operator of 14 hotels located between El Gouna on the Red Sea and Taba Heights with a room capacity totaling 2813. Taba Heights Resort, which is located in Sinai, was developed on the same concept as El Gouna. Some of the hotels within Taba Heights are Hyatt Regency Taba, Marriot, Sofitel and intercontinental (opening in February 2006). In 2000, a regional expansion to Jordan was inaugurated by an investment in third integrated resort in Aqaba, Jordan with some Jordanian partners. In 2004, he started “The Cove” his new project in Ras El Khaima – U.A.E. Early 2005, the Ministry of Tourism in Oman approached him to become their partner in developing several projects there i.e. Salalah, Seifa, Qurum and Al Soda island. Also, he signed a contract with Clubmed to develop a Clubmed Albion resort in Mauritius. Last but not least, he started undertaking a new development in Andermatt, Switzerland.

Orascom Hotels & Development “OHD”, a leading town developer with well known town flagship “El Gouna”, was originally set up in the early 1990s to develop a single residential compound on the Red Sea. What began as a simple real estate project has turned into a fully fledged town with all possible components. Since then, OHD has grown to become a key player in real estate & hotel development across the region through applying its successful “El Gouna” model. Currently, OHD is leading an international expansion strategy broaden its development scope to cover 6 countries across 3 continents.



## **SULTAN ALI ALLANA**

**Pakistan**

**Chairman Habib Bank Pakistan Limited**

Mr. Sultan Ali Allana holds an M.S from University of Wisconsin (1985); a Graduate Diploma in Management for McGill University (1983) and B. Engineering from McGill University (1982).

During his diverse professional career he has held senior level positions with number of organizations. He held various positions in the Citibank N.A, Karachi, Pakistan with last position as Vice President, Head of the Local Corporate Group.

Mr Allana is one of the principle founders & shareholder of Global Securities Pakistan Limited. He has been the Director, Chief Operating Officer & Karachi Stock Exchange nominee for the company from its inception to 1999. Global Securities is ranked as one of the leading firms in Pakistan, offering services in Equity, Money Market and Foreign Exchange Broking & Investment Banking.

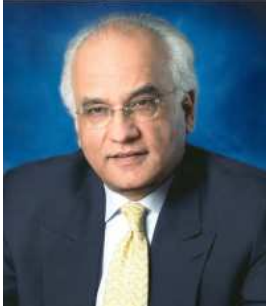
He has also served as Country Corporate Bank Head and Institutional & Investment Banking Head with the title of Senior Executive Vice President in Union Bank Limited. A veteran finance analyst, he has also worked as Director Global Securities Pakistan Limited, responsible for developing a diversification strategy for the company and for overseeing the company's stock exchange trading and settlement operations. His other professional association include Executive Director & Chief Executive, National Development Leasing Corporation (NDLC) Executive Director and Chief Operating Officer of NIB Bank Ltd.

His current corporate positions include Director, Aga Khan Fund for Economic Development SA (AKFED); Chairman, Habib Bank Limited; Director & Chairman Executive Committee, Tourism Promotion Services (Pakistan) Limited; Director, Industrial Promotion Services Pakistan Limited; Director, New Jubilee Insurance Company Limited, Pakistan; Director, New Jubilee Life Insurance Company Limited; Director, Jubilee Insurance (Kenya) Ltd.

Government positions held by Mr. Allana include Member, Board of Investments, Ministry of Privatization & Investment, Government of Pakistan; Member, Export Processing Zone Authority, Ministry of Industries, Production & Special Initiatives, Government of Pakistan; Member, Advisory Board for Promotion of Tourism, Ministry



of Tourism, Government of Pakistan; Member, Market Stability Review Task Force,  
Securities and Exchange Commission of Pakistan.



## **TARIQ KIRMANI**

**Pakistan**

**Chairman & CEO Pakistan International Airlines**

Mr. Tariq Kirmani, Chairman & CEO, PIA, who took over charge of the national airline on 19th April, 2005, is a corporate veteran with over 35 years of multi-faceted experience in the Marketing sector of petroleum products.

Soon after completing his Master's in Business Administration from Institute of Business Administration (IBA), Karachi, Mr. Kirmani embarked upon a rewarding career, starting with a multi-national Oil Company in 1969 and worked for seven years in the United States, United Arab Emirates and Australia in different senior Management positions in Marketing, Operations and Finance. In 1991, Mr. Kirmani became the first Pakistani to be elected as a Company Director of that multi-national company.

He then joined Pakistan State Oil (PSO) in April 1999 and, within two years, went on to become the Managing Director of that company in July 2001.

On December 28, 2004, Mr. Kirmani was nominated as the President of the Pakistan Hockey Federation by the Prime Minister, Shaukat Aziz in his capacity as the PHF patron-in-chief. He has served in this capacity till mid 2006.

Mr. Kirmani, in addition to holding the coveted position of Chairman & CEO, PIA, currently is serving as a Director / Member on the Board of: Pakistan State Oil Company Ltd., Civil Aviation Authority of Pakistan, Pakistan Power Infrastructure Board, Lahore University of Management Sciences, Karachi Stock Exchange, Pakistan Tourist Development Corporation, Pakistan Sports Trust, Cupola Cares Foundation, National Academy of Performing Arts, and Chief Scout of PIA.

Due to his personal efforts, on July 1, 2005, PIA became member of the World Economic Forum, Davos, Switzerland, and World Business Council for Sustainable Development, Geneva, Switzerland.

Pakistan International Airlines, the national flag carrier of Pakistan, was established in 1954, with its first service with the Super Constellation in June 1954 on the route linking Karachi and Dhaka. In February 1955 the airline flew its first international service, between Karachi and London via Cairo.

Today PIA network comprises of 65 destinations including 42 international cities in 4 continents and 23 domestic points, serving 5.5 million passengers annually. PIA has a fleet of 39 aircrafts with latest additions of Boeing 777 family. PIA has recently acquired IOSA certification in addition to the EASA – 145.

# **Diversifying Investment Portfolios for Profit and Security**



## **FRANCIS ROZARIO**

**Singapore**

**Chief Executive Officer  
Asia Financial Holdings Pte. Ltd. Singapore**

Francis Rozario is the Executive Director and Chief Executive Officer of Asia Financial Holdings, a 100% subsidiary of Temasek Holdings. Prior to his current appointment, he was the President Director of Bank Danamon in Indonesia where he spearheaded the successful transformation of the Bank into a major all-purpose financial services provider in the local market. A veteran international banker, Francis was a career Citibanker who spent close to three decades with the global financial giant. Beginning his career as a Credit Analyst, he was promoted to Corporate Bank Head at Citibank Dubai. He has also served as the Chief Executive for Citibank in Nigeria, Columbia and Ecuador before joining Citibank in New York as Division Head of Global Relationship Bank for Latin America. Following his position in Citibank New York, he was appointed the Head of Corporate and Investment Bank at Citibank Taiwan in 1993. In his last appointment, Francis was based in London as the Citigroup International Global Head for Commercial, SME Banking and Asset Based Finance. Francis graduated from Sydenham College of Bombay University in 1974. He attended the Program for Management Development at Harvard University in 1987.

## **FARHAN SHARAFF**

### **USA**

#### **Chief Investment Officer - MJX Capital Advisors New York**

Mr. Sharaff is an Investment Professional with over twenty years of investment management experience. He has worked as the Chief Investment Officer for Citigroup based out of London and Zurich, Chief Investment Officer for Zurich Financial Services based out of New York and as the Chief Investment Officer for Cigna Corporation.

At ZFS he was responsible for the management of over US Dollars 350 billion with a staff of 500 investment professionals located in North America, Europe and Asia. His staff included portfolio managers, analysts, traders and risk managers. The Client base comprised government agencies, corporations, pension funds, endowments and individuals. His area of expertise covers macro economic analysis and investing in the traditional asset classes, private equity, structured debt, hedge funds and real estate.

Mr. Sharaff has developed an international reputation as an astute investor and as a successful manager of investment businesses. He has spoken at numerous conferences on the subject of investing at locations around the world.

He is currently a Partner and Chief Investment Officer of MJX Capital Advisors, a private investment company based in New York. MJX manages over a billion US Dollars invested internationally in equities, bonds, private equity, structured debt (mostly Collateralized Debt Obligations), hedge funds and real estate. The company provides investment advice and investment management services to institutional and private clientele around the world



## **TAN SRI DR ZETI AKHTAR AZIZ**

**Malaysia**

**Governor, Central Bank of Malaysia**

Dr. Zeti became the Governor of Bank Negara Malaysia in May 2000. Prior to this, she was the Deputy Governor, a position she had held since September 1998.

Dr. Zeti joined the Economics Department in Bank Negara Malaysia in 1985 and was appointed Secretary to the Board to the Bank in 1987. In 1989, she was posted to the Bank Negara Malaysia London Representative Office as the Chief Representative. Upon returning to the Head Office in 1994, Dr. Zeti was appointed the Bank's Chief Economist and Head of the Economics Department. In 1995, she was appointed the Assistant Governor responsible for economics, reserve management, foreign and money market operations and exchange control.

On September 1, 1998, during the financial crisis faced by Malaysia, Dr. Zeti was appointed as Acting Governor and led the Bank Negara Malaysia team to successfully introduce and implement the selective exchange controls.

Prior to joining the Bank, Dr. Zeti was attached to the South East Asian Research and Training Centre (SEACEN) from 1979-1984 as a research economist conducting research in the area of financial policies and reform in the South East Asian region. She has published in the areas of monetary and financial economics, capital flows and macroeconomic management.

Dr. Zeti received B.Sc in Economics from the University of Malaya and Ph.D from the University of Pennsylvania, specializing in monetary and international economics. As part of her dissertation, Dr. Zeti carried out pioneering work on capital flows and its implications for monetary policy.



## **ARIF MASOOD NAQVI**

**Dubai, UAE**

**Executive Vice Chairman and Chief Executive Officer - Abraaj Capital Limited**

Mr. Naqvi, aged 46 has 25 years of experience in banking, finance and investments primarily in the Middle East and the Sub-continent.

Born in Karachi, Pakistan in 1960, Mr Naqvi did his schooling at the Karachi Grammar School and his higher education at the London School of Economics (LSE), University of London where he obtained honors in a BSc (Economics) Degree, specializing in Economic Institutions and Planning. He was awarded the Vera Anstey Prize in 1982.

Arif Naqvi founded the Cupola Group, a leading regional private equity firm focused on creating value through innovative capital and financing structures, operational enhancements and well timed divestments, primarily in the Middle East and the Sub-continent.

Mr. Naqvi's track record in private equity over the last 8 years is well recognized throughout the region. He has demonstrated excellent deal sourcing and exit capabilities through a total of 16 completed transactions, where the average capital gain has exceeded 50%.

Mr. Naqvi is the Executive Vice Chairman and Chief Executive of Abraaj Capital Limited which manages 7 funds totaling US\$ 4 Billion. The paid in capital of Abraaj itself is US\$ 1 Billion and its shareholders, apart from himself, include Deutsche Bank, DIFC Financial, CVCI, Mashreq Bank, Emirates Bank along with the Pension Funds in Qatar and Kuwait and a number of reputable shareholders from the GCC. Abraaj Capital and BMA Capital have launched a US\$ 300 million Abraaj BMA Pakistan Buyout Fund L.P. – the largest ever Private Equity fund targeted to investments in Pakistan. The proposed fund will provide its global investors with an opportunity to participate in Pakistan's success story through a unique and novel asset-class, and through the use of co-investments and leverage, it will facilitate investments of up to US\$ 1 Billion into Pakistan, across a range of industries over the next four years. Abraaj itself will seed the Fund with US\$ 50 million and investors will comprise of some of the most prominent institutions and shareholders from across the Arab World. The Fund has already been largely subscribed within Abraaj's existing 200 shareholders.

Prior to founding Cupola, Mr Naqvi was Vice President of Business Development for the Olayan Group, Saudi Arabia's largest private trading company where he was involved in numerous industrial projects and franchise development activities. Prior to this, he worked for American Express Bank in Karachi, responsible for helping to establish one of the country's first investment banks. He began his career with Arthur Andersen and Co in London in 1982.

Mr. Naqvi has two boys, aged 17 and 14 and lives in Dubai. He is a member of the Young Presidents Organization, where he was the Emirates Chapter Chairman in 2002-2003. He has been designated a New Asian Leader by the World Economic Forum in 2003-2004. He is a member of numerous think tanks and policy groups (including the Arab Business Council where he is the only member not of Arab origin) and is a Board Member of the Pakistan Human Development Fund. Mr. Naqvi has been awarded the prestigious Sitari-e-Imtiaz by the President of Pakistan in 2006.





## **DR. ABDUL HAFEEZ SHAIKH**

**Pakistan**

**Ex-Minister for Investment and Privatization,  
Government of Pakistan**

Dr. Abdul Hafeez Shaikh has been Pakistan's Minister for Privatization and Investment, a Federal Cabinet position he held for over three years. He has also served as a member of the Senate of Pakistan. Currently he is developing a global fund for privatizations and is an advisor to clients in the government and private sector.

Dr. Shaikh is an economic and management leader of international repute with over 25 years experience in policymaking, management and transactions. Dr. Shaikh worked at The World Bank during 1992-2000, where he was country head of The World Bank in Saudi Arabia from 1997 to 2000. He was also the World Bank's Lead Private Sector Development Specialist. He led assignments and worked in more than 18 countries in Europe, Latin America, Asia and Africa, including Pakistan, Saudi Arabia, Sri Lanka, Indonesia, Malaysia, Philippines, Thailand, Vietnam, Romania, Czech Republic, Argentina, Bangladesh, Jordan, Qatar, Malta, Botswana, Tanzania and Ghana. Prior to joining The World Bank, Dr. Shaikh worked at Harvard University. He has a Ph.D in Economics and is the author of many publications, including a book on Argentina's privatization.

Prior to joining the Federal Cabinet, Dr. Shaikh had a highly successful tenure as Minister for Finance, Planning & Development in Sindh Province and was the architect of the financial recovery of Sindh. Dr. Shaikh's 3 ½ year tenure as the Federal Minister for Privatization & Investment has been the most successful in Pakistan's history. He concluded 32 transactions worth about US\$5 billion in a transparent fashion in the banking, energy, manufacturing and telecom sectors, a ten-fold increase over the previous period. Under the program "Privatization for the People", shares in companies were issued to around a million individuals, creating a broad base of ownership. During Dr. Shaikh's tenure, FDI in Pakistan witnessed an increase of over 400 percent (from US\$0.8 billion to over US\$3.5 billion per year).



## **DR. ISHRAT HUSAIN, CHAIRMAN**

### **Pakistan**

### **National Commission for Government Reforms, Government of Pakistan**

Born in 1941, Ishrat Husain obtained Master's degree in Development Economics from Williams College and Doctorate in Economics from Boston University in 1978. He is a graduate of Executive Development program jointly sponsored by Harvard, Stanford and INSEAD.

Mr. Husain was selected to the elite Civil Service of Pakistan in 1964 and served in the field in the provinces of Sindh and East Pakistan (now Bangladesh). He also held mid-level policy making positions in the Finance, Planning and Development Departments of the Government of Sindh before moving to Washington in 1979 to join the World Bank as an Economist in West Africa Programs Department. He became the Bank's Resident Representative to Nigeria in 1983 and led the Bank's team that assisted Nigeria in formulating its first ever structural Adjustment program in 1986. On his return to headquarters, he headed the Bank's Debt and International Finance Division and contributed to the development of Bank's strategy that led to World Bank and IMF's participation in the Brady Initiative for Debt Reduction. As Chief Economist for Africa between 1991-94 and later as Chief Economist for East Asia and Pacific Region he guided and supervised the Bank's analytical work on the countries in these regions. In 1997 he was named the Country Director for Central Asian Republics and managed the World Bank's relations, programs and policies with these countries.

Ishrat Husain was selected by President Musharaf in December 1999 to become the Governor of Pakistan's Central Bank. During the next six years, he implemented a major program of restructuring of the Central Bank and steered the reforms of the banking sector, which are now recognized by the World Bank and IMF to be among the best in developing countries. As a member of the economic management team of the Government, he played a key role in the impressive economic turnaround of Pakistan. In recognition of his meritorious services he was conferred the prestigious award of "Hilal-e-Imtiaz" by the President of Pakistan in 2003. The Banker Magazine of London declared him as the Central Bank Governor of the year for Asia in 2005. He received the Asian Banker Lifetime achievement award in 2006.

Mr. Husain has maintained an active scholarly interest in development issues. He has authored 12 books and monographs and contributed more than two dozen articles in referred journals and 15 chapters in books on the issues of Debt, Adjustment, African Development and Poverty and Pakistan's economy. He is

regularly invited as a speaker to international conferences and seminars and has attended 75 such events all over the world so far. He is the HEC Distinguished National Professor of Economics and Public Policy and serves on the Boards of several research institutes, philanthropic and cultural organizations.